Platform for Innovation of Procurement
and Procurement of Innovation

D4.1 Report on lessons-learned and unmet needs from existing tools

PiPPi

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Executive Summary

Digital transformation of healthcare necessitates collaboration of relevant stakeholders to uncover the root needs and generate innovative solutions to meet those needs. However, the mentioned collaborations are not as productive as anticipated, due to the lack of methodologies and involvement of end-users in the procurement process, especially in the needs' assessment phase (PIPPI Project Document of Work). The PIPPI project (grant agreement number 826157) will act as a melting pot to address this challenge. It aims at bringing together the European university hospitals through the creation of a cross-border Community of Practice to achieve innovation procurement for healthcare.

This document presents an introduction to the *Procurement of Innovation* process together with a collection of the existing major procurement platforms and collaboration tools from all over the world, available for procurers as well as cross-border collaborators. The analysis of the results, best practices and the knowledge gained through the activities are reported profoundly. The complete list of the case studies is presented in the document Appendix.

This research was performed to create a baseline and to assist the subsequent Work Package 4 tasks, regarding PIPPI Platform system requirements elicitation (Task 4.2) and the technical development of the PIPPI platform (Task 4.3).

List of Abbreviations

CoP - Community of Practice

DoW – Document of Work

EU - European Union

PCP – Pre-Commercial Procurement

PIPPI – Platform for Innovation of Procurement and Procurement Innovation

PPI – Public Procurement of Innovation

EIT Health - European Institute of Innovation & Technology

EIP on AHA - European Innovation Partnership on active and Healthy Age

AAL - Aging Well in the Digital World

ENoLL - Open Living Lab - European Network of living Labs

EAFIP - European Assistance for Innovation Procurement

EPP - European Procurers Platform – eHealth

INSPIRE - International Network Supporting Procurement of Innovation

DSM - The digital single market

I2M - Innovation to Market

MAFEIP - Monitoring and Assessment Framework for the European Innovation Partnership on Active and Healthy Ageing

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1. Purpose of the document

The purpose of this report is to present a background analysis of the *Procurement of Innovation* process, digital platforms and tools available for EU procurers as well. The study was carried out as the preliminary investigation before building the PIPPI platform to ensure an optimization of its future efficiency and usability. The examination of available technical and non-technical solutions for EU procurers is presented together with the methodologies and tools used for collaboration across borders. At the end, the lessons learned and unmet needs from existing tools are discussed.

2. Research Strategy

First of all, in order to fulfil T4.1 objectives, the PIPPI Document of Work (DoW) was studied together with a theoretical exploration on the topic of *procurement*. Afterwards, a benchmarking activity was carried out, segmented into two cycles: the former was related to the study of the most renown and used online procurement platforms, the latter was focused on investigating different collaboration platforms/tools.

All the outlined platforms were deeply analyzed on the basis of specific criteria, including the offering, addressed audience(s), strengths, weaknesses. Most importantly, a particular attention was paid to the examination of those methodological tools and platforms which could potentially support the cross-border Community of Practices of Innovation Procurement for healthcare.

Concerning the outline of the report, a *Background Exploration* together with a focus on *Understanding Communities of Practices* (CoPs) will be presented as introductive to the topic. Following this, the *Benchmarking* activity will be brought in, detailing the related Purpose and Methodology. Then, it will be segmented into the two aforementioned cycles, which will be analyzed, concluding with the corresponding lessons learned (please see sections *Lessons Learned – first benchmark* and *Lesson Learned – Second benchmark*). To provide concrete examples, the best practices collected throughout the two cycles will be reported elaborating singularly on their convenient functionalities, and how they can be benefited in the PIPPI Platform (please see sections *Best practices – first benchmark* and *Best practices – second benchmark*). The complete list of the benchmarking activity will be presented in the *Appendix* of the present deliverable. Finally, the *Conclusion* will follow, summarizing the key arguments.

3. Background Exploration

This section presents the initial theoretical research done on *Procurement of Innovation* and the focus area of the PIPPI project.

Although PIPPI platform will be responsible to support only the phases coming before the Public Procurement of Innovative solutions (PPI) and Pre-Commercial Procurement (PCP), a comprehensive research was done to improve the understanding of the *Procurement of Innovation* process, which PIPPI aims at preparing the healthcare community to perform.

To summarize, *Procurement of Innovation* is defined as an approach to enable rapid development of public services, through creating new market opportunities for companies in Europe (The European Commission, 2017). There are two supplementary types of Innovation Procurement: Pre-Commercial Procurement (PCP) and Public Procurement of Innovative solutions (PPI), as schematized in Figure 1 and Figure 2.

Pre-Commercial Procurement (PCP) is used when there are no market existing solutions and new research and development is needed to create new solutions that will address procurement needs (The European Commission, 2017). On the other hand, Procurers utilize Public Procurement of Innovative solutions (PPI) when innovative solutions are already implemented to answer public needs and are almost or only in a small quantity on the market (The European Commission, 2017). This process is applied when there is no need for research and development to innovate solutions, but there is an opportunity to adopt and deploy already existing end-products/services (The European Commission, 2017).

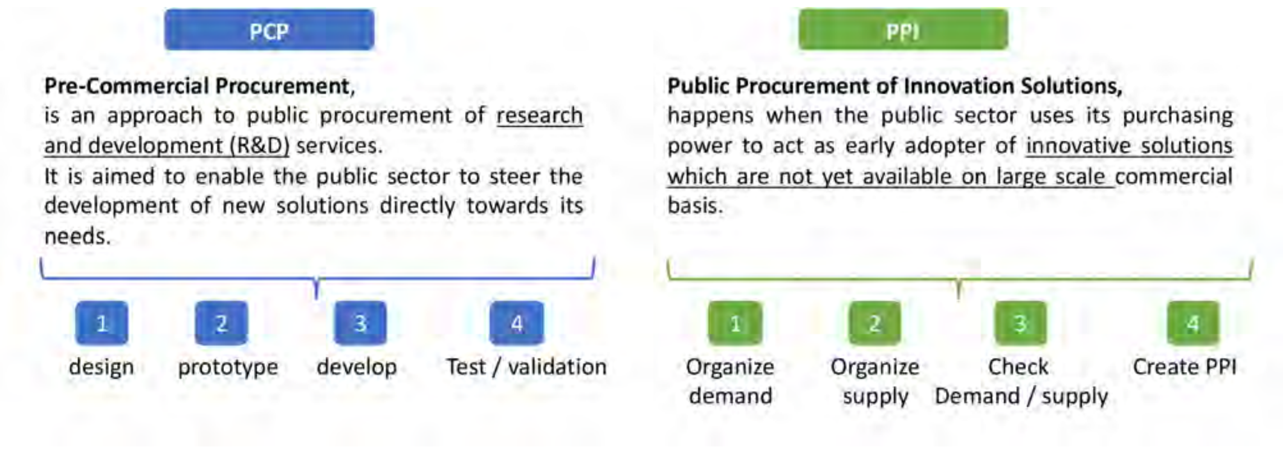

Figure 1 - Pre-Commercial Procurement (PCP) and Public Procurement of Innovative solutions (PPI) Processes

[adapted from [1]]

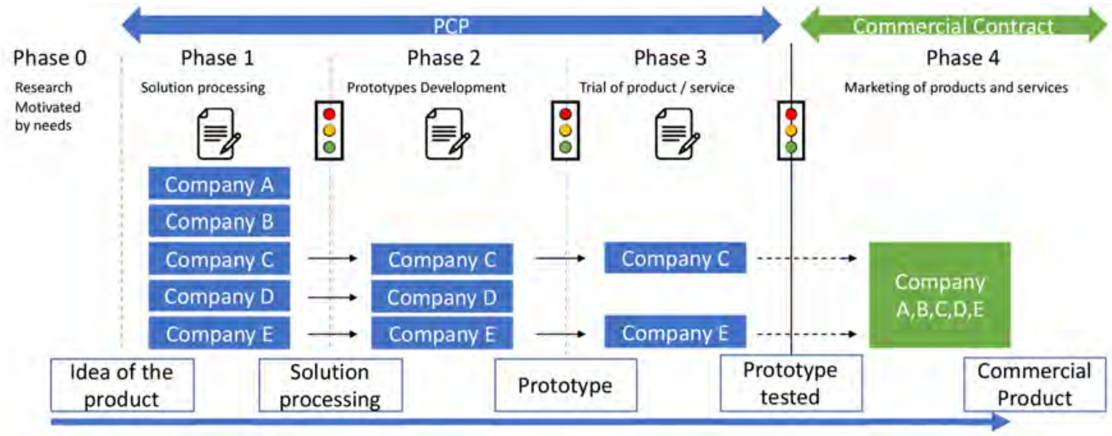

Figure 2 - PCP and PPI Phases [adapted from [2]]

Meanwhile, the main purpose of PIPPI was examined according to the DoW. The outcome was that PIPPI would be a brokerage platform in which public-private bodies collaborate for the *Procurement of Innovation* through a cross border community of hospitals/universities (CoP), in order to bring together experts (from the demand side) to identify shared clinical needs, co-design digital healthcare solutions and develop the procurement of innovation knowledge. Then, the vision, goals, and limits of the PIPPI project were summed up to create the offering map[3] of the project, which visualizes the "must-have features" of PIPPI to accomplish its

[1] Trentorise -Social Innovation rooted in Research and Education

[2] Trentorise -Social Innovation rooted in Research and Education

[3] (2004) Sangiorgi, Daniela, Il Design dei Servizi come Design dei Sistemi di Attività: la Teoria dell'attività Applicata alla Progettazione dei Servizi - Politecnico di Milano.

business requirements, as shown in Figure 3. The aim of an offering map is to describe what the service offers to its users[4]. In this case, it allowed initiating the benchmark activities from a right perspective with an initial framework of research.

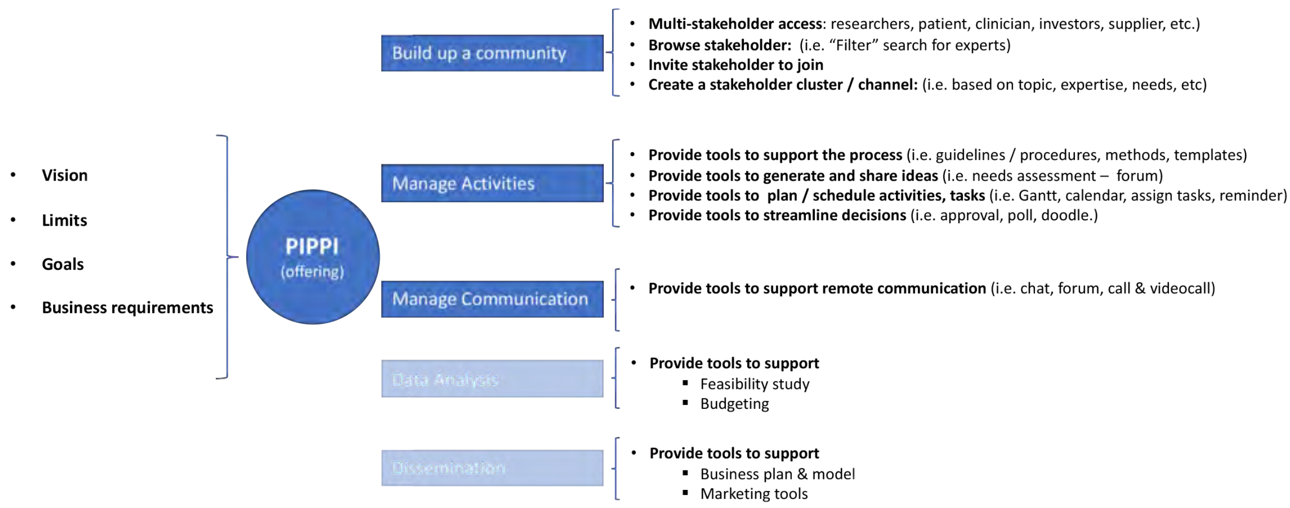

Figure 3 - Offering Map of PIPPI

Based on the progress of the PIPPI project and the discussions with the Consortium members, it has been agreed that the PIPPI platform should support its end users in the research and development phases of the CoP process and be prepared for the innovation procurement for healthcare.

In more detail, the purpose of PIPPI platform will be to promote innovation by:

- *Functioning as a repository of "unmet needs" of the main stakeholders of the CoP*, like patients, healthcare professionals, technicians, managers, etc.
- *Supporting collaboration and Research and Development activities* of relevant stakeholders of CoP with shared unmet needs
- *Listing the best practices in innovation procurement for healthcare* to allow the stakeholders to purchase the best practices which would prevent wasting time and effort to design a solution that maybe already exists.

Thereafter, the business goals of PIPPI were extrapolated:

- PIPPI must create a cross-border Community of Practice (CoP);

[4] https://peterfossick.co/services/tools/

- PIPPI must provide multi-access to different profiles of stakeholders;
- PIPPI must provide practical toolkits to foster PCP and PPI processes;
- PIPPI must allow collaboration for PPI (procurement and innovation) allowing elicitation ideas, identifying, aligning, addressing needs, between private and public sectors to meet clinical demand
- PIPPI must support the dissemination of best practices on innovation procurement, widespread innovative solutions for early adopter stakeholders
- PIPPI platform must work on three different levels: regional, national, EU
- PIPPI platform must be interlinked with the existing infrastructure [compatibility non-functional requirement ISO 25010]

Considering the primary goal of PIPPI as creating a Community of Practice (CoP), the CoP model was subsequently examined.

3.1. Understanding Communities of Practices (CoPs)

After exploring the Procurement of Innovation, the concept of Community of Practices (CoPs) model was studied since it will be the essential model of PIPPI Platform owing to its non-linear nature that accelerates innovation.

Community of Practices (CoPs) stands for the groups of people who value the same topics, collaborate to learn and build up on each other's knowledge (Koeglreiter & Torlina, 2011). Therefore, innovation occurs thanks to the participation of diverse perspectives, experiences, and knowledges; which lead to holistic problem solving. The characteristics of the CoPs are: *(i)* the existence of a group identity, *(ii)* a sense of membership and reciprocal commitment, *(iii)* together with having access to a shared repertory including documents, tools, proven practices that members have been developed and shared (Koeglreiter & Torlina, 2011).

Moreover, the necessary actions to cultivate successful CoPs that had been identified by (Trayner, 2015) as:

1. Design the community to evolve on by own through allowing shifts in focus;
2. Support open dialog also by involving external perspectives;
3. Allow different levels of participation as enthusiastic participants with leadership roles, active participants and passive participants;
4. Offer both public and private conversation spaces based on specific needs;
5. Support users to discuss the value and productivity of their participation;
6. Offer learning opportunities relevant to the topic;
7. Organize a continuous cycle of activities and events.

4. Benchmarking

In this chapter the benchmarking activity and corresponding results will be examined in detail. According to (Sekhar, 2010), *benchmarking* is a method to evaluate the performance of a product/service system against the performance of competitors. It allows finding the best practices, as well as taking specific actions, to enhance the performance of the product/service so that it reaches or surpasses those of its competitors (Sekhar, 2010).

4.1. Purpose

The purpose of the benchmarking activity is to investigate and collect information focusing on typical cases of platforms, and related tools, used to perform the procurement process. These cases represent the best practices concerning their specific features and performances, as currently available solutions on the market. The activity aims to provide an overview of possible features to extend the panorama of knowledge among project partners. In fact, having the same point of reference would support the Consortium to gauge tools and related features which can be implemented on PIPPI to support the CoP collaboration among stakeholders.

4.2. Methodology

At this stage, due to the preliminary project phase, a *best practices benchmarking* (Brueck, Riddle, & Paralez, 2003) is applied. The method involves identifying competitors that could represent similar solutions as what PIPPI goal aspires, and comparing. The methodology consists of four phases (Rigby & Bilodeau, 2009):

- Phase 1 – Plan and establish the benchmark scope;
- Phase 2 - Data Collection;
- Phase 3 - Analyse and select the information collected to identify best practices;
- Phase 4 - Report the lessons learned from the features and characteristics of the best practices outlined.

Phase 1 - The first step of the benchmarking activity was to identify the scope of the study; in other words, what does the study cover. As already mentioned, the PIPPI benchmark was conducted in two different cycles. The first cycle aimed at collecting the platforms and related tools that currently support PCP and PPI approaches, while the second cycle had a focus of identifying online tools that foster collaboration and communication within a project team in a virtual environment.

Phase 2 - It represents the core of the benchmarking activity and involves the decision of what to collect and how it will be studied and which kind of metrics consider to enable a comparison between the best practices.

The first cycle of the benchmark started by taking into account the EU cross-border procurement platforms listed in the PIPPI DoW:

- EIT Health - European Institute of Innovation & Technology
- EIP on AHA - European Innovation Partnership on active and Healthy Age
- AAL - Aging Well in the Digital World
- ENoLL - Open Living Lab - European Network of living Labs
- EAFIP - European Assistance for Innovation Procurement
- EPP - European Procurers Platform – eHealth
- INSPIRE - International Network Supporting Procurement of Innovation
- eHealth Hub – Integrated Support for Health SME's and stakeholders

Successively, further platforms were discovered through a web research, by using keywords such as: "procurement platform," "best procurement platform," "innovative procurement platform," "best procurement software" and "best procurements tools." As a result, relevant articles, user-generated and editorial reviews were uncovered.

The collected information was configured as qualitative and have been organized into a specific template (see Figure 4), framed as follows:

- *Name*, indicates the acronym or name of the platform
- *Link*, displays the URL of the platform
- *Description*, displays the general information of the platform
- *Value proposition*, states which benefits the platform provides
- *Offering*, defines which kind of services the platform offers
- *Topic/Framework*, indicates the areas of interest for Procurement Innovation
- *Audience*, indicates which type of stakeholder the platform refers to

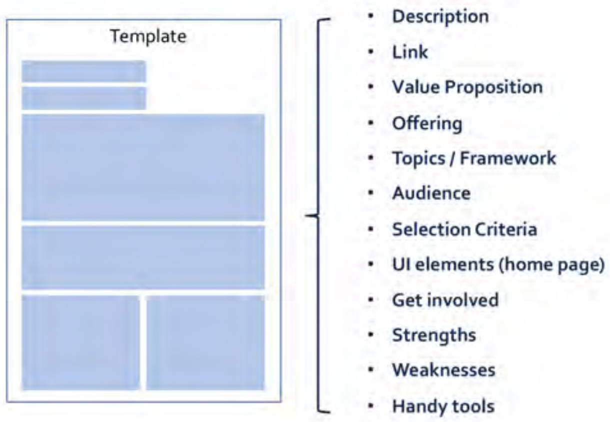

Figure 4 - Benchmarking analysis template

- *Selection criteria,* indicates the criteria to join into the platform community
- *UI elements,* describes mainly the home page links and related interaction with *the platform to get access to its resources*
- *Get involved*, describes the different ways of involvement and how to participate to the platform initiatives
- *Strengths*, describes the positive aspects of the platform
- *Weaknesses*, describes the negative aspects of the platform
- *Handy tools*, lists and describes the tools provided by the platform: (i) to engage stakeholders, (ii) to perform PCP / PPI and (iii) for dissemination and commercialization purposes

The second cycle of benchmarking, instead, is focused on collaboration tools, started by searching on the web keywords like: “collaboration tools”, “collaboration platform”, “virtual team”, “communication tools”, “remote collaboration”, “co-design tools”. Even in this case, the web provided several outputs, mainly user-generated and editorial reviews, from GetApp® and finances online. The information collected in this second case have been organized as follows:

- *Name*, indicates the acronym or name of the tool
- *Link*, displays the URL of the platform
- *Description*, displays the general information of the tool
- *CoP phase*, indicates in which CoP phase the tool can be applied

- *Purpose*, indicated for which aim the tool can be used
- *Input-Output*, indicates what is needed as input to use the tool, in terms of information, resources and the outputs generated by using the tool.

Phase 3 – Among all the results coming from the desktop researches, a selection of best practices has been made, on the basis of: the innovation potential of the solution and the suite of unusual/innovative tools at disposal, in comparison with competitors.

Phase 4 - The last phase aimed at emphasizing the most interesting tools that might support the Community of Practices. The CoP process was taken as the base while mapping the tools inside the appertaining phases, in other words the phases which the tools might be used.

4.3. Results

Best practices – first benchmark on Procurement Platforms

The benchmark research activities resulted in the study of 17 cases. Among these, in the present paragraph, we're going to present *5 elected best practices* with the description of a selection of the template information, i.e. Name, Link, Description and Handy tools. The details regarding all the cases investigated (including the 5 best practices extended descriptions) can be found in the final Appendix for the interested reader.

Name: EIT Health - European Institute of Innovation & Technology

Link: https://eit.europa.eu/

Description: This platform provides support to PCP, not for PPI. Calls are organized according the related topic or research area:

- Climate
- Digital (communication technology)
- Energy (addressing sustainability)
- Health (healthy living, active aging)
- Materials (sustainability: processing, recycling)
- Food (sustainable chains)
- Urban mobility
- Manufacturing

Handy tools

Platform	Engage stakeholders		Perform PCP / PPI			Dissemination
EIT	*Dedicated access,* according audience type (stakeholder).	*Partner with us,* dedicated to invite new stakeholders.	*Call for proposal guidelines,* Pdf document	*Procurement advertisement template,* Pdf document.	*Procurement application form,* Standard form to compile.	*Invest with us,* dedicated for investors.

Table 1 - EIT

➢ *Dedicated access* - It provides a good example about how a heterogeneous audience composed by entrepreneurs, public authorities, researchers, students, domain experts can have a dedicated access to collaborate. It allows stakeholders to directly provide their own contribution by accessing to their dedicated section. As functionality it provides a multi-stakeholder access.

- *Partner with us* - It provides the opportunity to join the community to perform several activities: get inspired, get seed funding, enhance visibility, get help to translate ideas, be part of an effective network. As functionality it provides the opportunity to create a community / group / team.
- *Call for proposal, guidelines* - The platform provides support by making available guidelines about how to perform a procurement. As functionality it provides basically support material.
- *Invest with us* - The platform allows investors to discover projects and start-ups to have a look and invested to the interested one. As functionality it allows to browse start-ups according several parameters, like: capital requirement, technology readiness level, round type, profile quality rating, country, market sector, fundraising from Figure 5.

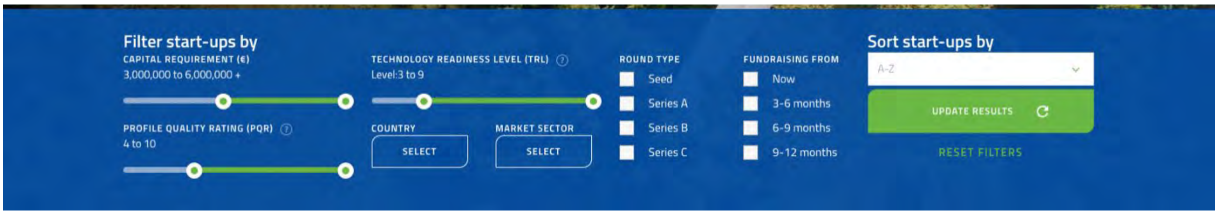

Figure 5 - EIT Invest with us

Name: EIP/AHA - European Innovation Partnership on Active and Healthy Ageing

Link: https://ec.europa.eu/eip/ageing/home_en

Description: This platform provides support to PCP and PPI. It represents a communication and information hub for all actors involved in Active and Healthy Ageing through Europe. It is the place to encourage partner engagement, promote news and events, meet and exchange ideas with peers, and look for potential partners on innovative projects. CallS are organized according the related topic or research area (action groups):

- Adherence to prescription
- Falls prevention
- Lifespan health promotion & prevention
- Integrated care
- Independent living solutions
- Age friendly environments

Handy tools

Platform	Engage stakeholders		Perform PCP / PPI		Dissemination
EIP/AHA	*-Digital single Market (DSM)* *-Innovation to Market (I2M)* *-Blueprint*	*Commitment tracker tool,*	*-EIP on AHA standards,* Guidelines	*Business case modelling*	*-MAFEIP* *- Repository of innovative practices,* *-Scale up your innovation* *-Promote your own event* *-Disseminate publication*

Table 2 - EIP/AHA

- *Digital Single Market* - The digital single market (DSM) is where person, service and capital can seamlessly access and engage online activities under conditions of fair competition, and a high level of consumer and personal data protection, irrespective of their nationality or place of residence. In this section is shown:
  - DMS strategy (opportunities for new start-ups and allows existing companies to reach a market
  - Pillars (Access, Environment, Economy & Society)
  - The mid-term review of the Digital Single Market Strategy
- *Innovation to Market (I2M)* - It is an initiative with the purpose to improve the match between the demand side and supply side in AHA, by engaging in a dialogue and organizing a series of activities that involve the two sides of the market to foster the cross-border adoption of digitally-driven marketable solutions. To make concrete progress on a large-scale uptake and impact of Digital Innovation for AHA, a

comprehensive set of support and promotion services are proposed in the I2M Plan (developed using co-design methodology):

- Stakeholder forum
- Adoption award
- High quality training on innovation adoption
- Centralized and easy to access info

- *Blueprint* - It is a tool aimed to provide a shared policy vision. It is essential to mobilize investments and guarantee the commitment of all actors including industrial players, regional authorities, professional and civil society organizations and multi-stakeholder platforms. The Blueprint is to be seen as a living document. The Blueprint Partners contribute to advancing the Blueprint vision by informing the European Commission about latest care developments, evidence, stakeholders' needs, and collaboration opportunities along key health and care topic areas which benefit from digital transformation. As functionality it allows to align stakeholders.
- *Commitment tracker tool* - This section allows the user to check the progress of the activities for each Action group. It's possible to browse them by keyword or selecting the action group of interest. Moreover, it shows an integrated geographical visualisation of all the key activities of EIP and AHA. In details it displays commitments, good practices and reference sites, territorial impact, whether is national, regional or covering multiple localities. As functionalities it allows to discover similar initiatives.
- *EIP on AHA standards* - This section contains a complete overview of the present situation of European and International standardization in the topics related to Active and Healthy Ageing (AHA), covering standards, technical reports and technical specifications, but also guidance documents, industry standards, databases and scientific methodologies and tools.
- *Business case modelling* - This document is intended to indicate the key questions which Public Procures, and their organization will need to be able to answer in order to establish whether they should or should not conduct the future-focused procurement methodology known as Pre-Commercial Procurement (PCP).
- *MAFEIP* It is a web-based tool whose purpose is to estimate the health and economic

outcomes of a large variety of social and technological innovations. From the EIP on AHA perspective, MAFEIP represents the key instrument to estimate the impact of EIP on AHA interventions. Overall activities

- MAFEIP enables early impact assessments of an innovative process in the health and care sector. Using this tool can help decision-makers to take informed decisions about the future design of this innovative process or about its deployment on a larger scale (this is the "decision to invest").
- MAFEIP can also help, at a later stage of the innovation development, to assess precisely its value for citizens and other stakeholders (this is the "decision to buy").
- The potential users of the MAFEIP tool are stakeholders in the health and care sectors who are willing to deploy innovative practices to improve quality of care, better accessibility or more efficient use of resources.

As functionality it supports Dissemination / investment support

- *Repository of innovative practices* - It is a dedicated section to show inspirational cases of innovation procurement. This section is a database and allows:
  - Browse projects that represent a reference of innovation practices. The user can browse via keyword or scrolling the list.
  - For each practice are displayed: Status (i.e. "on-going"), Budget, Contact person, Link, Viability criteria (time to deployment, investment, evidence, maturity, impact, transferability), Country, Stakeholders, Target, Info.
- *Scale-up your innovation* - This section allows to contribute to raise knowledge and establish links across key actors in order to maximize market uptake of innovative solutions, fostering initial communication and engagement among innovators, users, buyers, industrial integrators and investors. It represents an investment support.
- *Promote your own events* - This section allows to a community member (EIP on AHA) to organize an event of interest in the field of active and healthy ageing and it will be published in our portal. As functionality it represents a dissemination support.
- *Disseminate your publication* - This section allows to a community member (EIP on AHA) to share any relevant document / paper. As functionality it represents a dissemination support.

Name: AAL – Aging Well in the Digital World

Link: http://www.aal-europe.eu/

Description: It is a funding programme that aims to create better quality of life for older people and to strengthen industrial opportunities in the field of healthy ageing technology and innovation. Calls are organized according the related topic or research area:

- Management of chronic conditions
- Social inclusion
- Access to online services for elderly people
- Mobility, management of daily activities

Handy tools

Platform	Engage stakeholders	Perform PCP / PPI	Dissemination
AAL	*Community building*	*-Application Process* Guidelines	*Going to the market* -Business coaching *Access to the market* *-funding / commercialization initiative*

Table 3 - AAL

- *Community building* - This section provides access to the AAL Forum, News and social media contacts
- *Application Process Guidelines* - it provides info about how to apply, project framework, eligibility criteria, application process, proposal structure, payments. Functionality: Material support
- *Going to the market* - This section is dedicated to offer services (AAL2Business) that help to develop a business strategy and attract investments with an AAL project. It provides a link to download a guideline for pitching and the following services:
  - Business coaching and mentoring
  - Seminars and webinars
  - Entrepreneurship and access to finance (for advanced AAL projects)
  - Business modelling and value proposition

- Business model canvas
- Value proposition canvas
- Business model development toolkit for AAL projects
- "Strategyzer" (online course, webinar, seminar about business model and value proposition)

Name: EPP - European Procurers Platform – eHealth

Link: http://innovationithospitals.com

Description: The EPP-eHealth project is a coordination and support action aimed at highlighting the importance of a more pro-innovation approach to procurement that is based on pooling the demand of eHealth solutions and encouraging potential suppliers to offer eHealth novel solutions to address healthcare challenges rather than the lowest price for old solution. Any European public or private eHealth related organisation can join the EPP-eHealth network.

Handy tools

Platform	Engage stakeholders		Perform PCP / PPI	Dissemination
EPP	*Share unmet needs*	*Matching*		

Table 4 - EPP

- *Share eHealth unmet needs (for procurers)* - It allows to compile an online form to share specific needs with other healthcare organisations across Europe and find partners to implement your strategic procurement plans.
- *Matchmaking (for suppliers)* - It supports on finding partners for a joint proposal / bid. By completing and submitting the form, people get granting EPP-eHealth the right to share the information publicly. Access to the list of companies that are currently interested in finding partners to create consortia and participate in innovation procurement projects.

Name: IPP - Innovation Procurement Platform

Link: https://www.innovation-procurement.org

Description: It is a platform provided by ICLEI - Local Governments for Sustainability is the leading global network of more than 1,500 cities, towns and regions to connect with peers and tools to drive positive environmental, economic and social change. The Platform is comprised of three elements: Website, Procurement Forum, and Resource Centre.

Handy tools

Platform	Engage stakeholders	Perform PCP / PPI	Dissemination
IPP	Exchange (forum)		*Award*

Table 5 - IPP

- *Exchange* - It provides access to the Procurement Forum, where the related stakeholders are able to share ideas and be connected, allowing them to post comments and upload documents, images or videos. Users can also create private groups, which are ideal for developing and coordinating projects involving numerous partners. Features:
  - Professional networking system, that gives users the ability to post content, discuss experiences, problems and solutions with peers and form professional connections with forum members. It is also the first port of call for stakeholders looking to find valuable project partners with which to collaborate.
  - Secure project management environment, where private groups can be created for in-depth or sensitive discussions, enabling project coordinators to plan and grow their project in a structured and dynamic environment.
- *Award* - This section provides the most significant examples of innovation procurements for public goods, services, processes and infrastructure.

Lessons Learned – first benchmark on Procurement Platforms

In the following are described the lessons learned emerged from this first benchmarking cycle:

1. PCP / PPI process

INSPIRE (*WP2 INSPIRE Academy - D2.4 Tool-kit*, 2015) provides a step-by-step process of Procurement Innovation as shown on Figure 6, explaining the phases and their related tangible actions, tools and goals. It allowed to have a preliminary framework to compare to

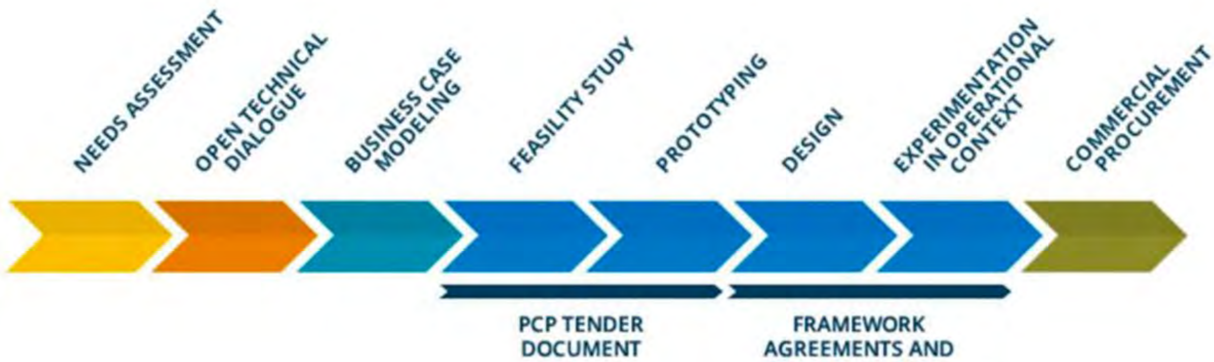

Figure 6 – INSPIRE Process

the CoP process, where a parallelism has been identified, especially for the first two phases.

At the end of the first cycle, a decision was taken to expand the benchmarking scope to cross-border CoP tools, with the aim of discovering more innovative functionalities focused on:

- Identification of unmet needs / needs assessment
- Involve stakeholder in detailing unmet needs / open a technical dialogue

The next step, therefore, was to expand the study upon collaboration platforms/tools in any field.

2. Engage stakeholders

In general, the main insights gained are referred to the opportunity to provide a dedicated access / path according the audience of reference, composed for instance by *entrepreneurs, public authorities, researchers, students, domain expert.* The opportunity to contact and engage community members to get inspired, get seed funding, enhance visibility, get help to translate ideas, should be an integral part of the future PIPPI platform. There are several initiatives, to be inspired by, with the purpose to improve the match between the demand side and supply side. Among those benchmarked, resulted particularly interesting:

- “Partner with us”, dedicated to invite new stakeholders for collaboration purposes.
- “Commitment tracker tool”, dedicated to check the activity progresses of other groups (stakeholder teams).
- The creation of a thematic Forum

3. Include guidelines/assistance to perform PCP / PPI

The benchmarked platforms currently provide support, such as guidelines, to conduct a procurement, and standard forms to compile proposals. Moreover, some services such as training and mentoring are provided to receive support from experts.
For instance:

- “Guidelines”, documents to explain the procurement innovation procedure
- Expert Mentoring / Coaching, to receive support by experts

4. Not forget the importance of Dissemination / Exploitation

The benchmarked platforms provide the possibility to publish articles, documents and results of a procurement innovation process. In particularly, the user can have the opportunity to share or discover the latest technologies available for a specific need. For instance:

- “Invest with us”, dedicated for investors to discover projects and start-ups to invest
- “Award”, dedicate repository of all the best practices in terms of procurement innovation results

Best practices – second benchmark on Collaboration Tools

After a preliminary exploration of the procurement context, according to the research insights gained and the project partners' feedbacks, we addressed the second phase of the benchmarking activities to the following point:

- PIPPI platform must allow collaboration before to start a PCP or PPI approach, allowing elicitation ideas, identifying, aligning and addressing needs.

To this extent, the second benchmarking is focused on tools that allow:

- Possibility to build up the community, create team by adding stakeholders
- Possibility to plan the activities, define schedule and assign task within teammates
- Possibility to provide communication channels within teammates

The benchmark research activities resulted with a collection of 18 platforms, among which 12 best practices have been chosen. Subsequently, from these, 18 specific collaboration tools have been selected for further deepening. Those are described in the following, according to Name, Link, Description, CoP phase and purpose. The details regarding all the cases investigated (including the twelve best practices extended descriptions) are reported in the Appendix.

Survey (Online) - Lime Survey

Link: https://www.limesurvey.org/

Description:

It is an open source on-line survey application. As a web server-based software it enables users using a web interface to develop and publish on-line surveys, collect responses, create statistics, and export the resulting data to other applications. Survey is tool for collecting quantitative information about items in a population. CoP via PIPPI can elicit unmet needs, desiderata and expectations of the hospital to collect, cluster and rank user requirements to populate the related "shortlist" (user requirements repository). It can be used by the hospital to identify unmet needs according to:

- Audience (e.g. clinicians, patients, managers, etc.)
- Topic (Clinical areas, facilities, therapy treatments, etc.)

CoP phase:

- Continuous sharing of identified problems and opportunities

Purpose

- Elicit requirements / Needs assessment

Strength

- Privacy & Data Security, possibility to store data into own server.

Input	Output
• **Informed consent** • **Purpose** • **Topics** • **Research questions** • **Contacts**	User requirements • Qualitative data o Natural language description • Quantitative data o Tables & statistics

Table 6 – Lime Survey

Poll (Online) - Flock

Link: https://flock.com/

Description:

Flock is a platform supporting collaborative virtual environment to work, allowing discussions and decisions about common interests. Among its tools, it offers the possibility to create Polls. The Poll is a tool for collecting preferences about a specific topic, as shown in Figure 7. CoP via PIPPI can elicit continuous feedbacks and performance evaluations of the hospital services to collect, cluster and rank unmet needs and populate the related "shortlist" (user requirements repository).

It can be used by the hospital to identify unmet needs according to:

- Audience (e.g. clinicians, patients, managers, etc.)

- Topic (Clinical areas, facilities, therapy treatments, etc.)

CoP phase

- Continuous sharing of identified problems and opportunities

Purpose

- Elicit requirements / Needs assessment
- Prioritization of requirements

Input	Output
• **Informed consent**	User requirements
• **Purpose**	User requirements
• **Topics**	• Quantitative data
• **Research questions**	o Frequency
• **Contacts**	o Distribution

Table 7 - Flock

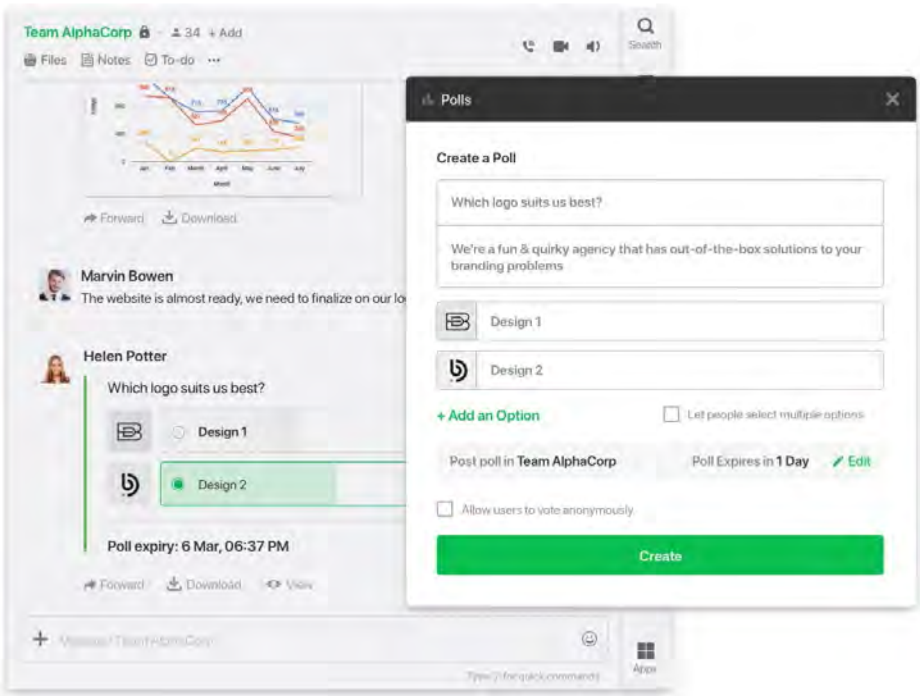

Figure 7 - FLOCK Polls

Alexa

Link: https://vimeo.com/203884864

Description

Artificial Intelligence system can be used to collect feedbacks in natural language, like shown on Figure 8. The possibility to exploit text mining technology allows to cluster and rank unmet needs and populate the related repository (shortlist). It can be used by the hospital to identify unmet needs according to:

- Audience (e.g. clinicians, patients, managers, etc.)
- Topic (Clinical areas, facilities, therapy treatments, etc.)

CoP phase

- Continuous sharing of identified problems and opportunities

Purpose

- Elicit requirements / Needs assessment

Input	Output
• **Informed consent** • **Define audience** • **Set up the system**	User requirements • Qualitative data o Natural language description

Table 8 - Alexa

Figure 8 – ALEXA product

Evidences – Box

Link: https://www.box.com/en-gb/home

Description

Box is a cloud content management platform for businesses. The platform allows the users to securely manage, share and access their content from all around the world. A dedicated app allows stakeholder to document with a picture a critical situation that might be solved by a procurement process. It also allows to add tags to define topic, context and recipient (Figure 9). By providing a predefined set of tags, it can be helpful to automatically populate the related "shortlist". It can be used by the hospital to identify unmet needs according to:

- Audience (e.g. clinicians, patients, managers, etc.)
- Topic (Clinical areas, facilities, therapy treatments, etc.)

CoP phase

- Continuous sharing of identified problems and opportunities

Purpose

- Elicit requirements / Needs assessment

Input	Output
• **Define the category of unmet needs (e.g. issues, desiderata)** • **Define audience** • **Define the topic**	Attachments / Evidences of specific unmet need.

Table 9 – BOX

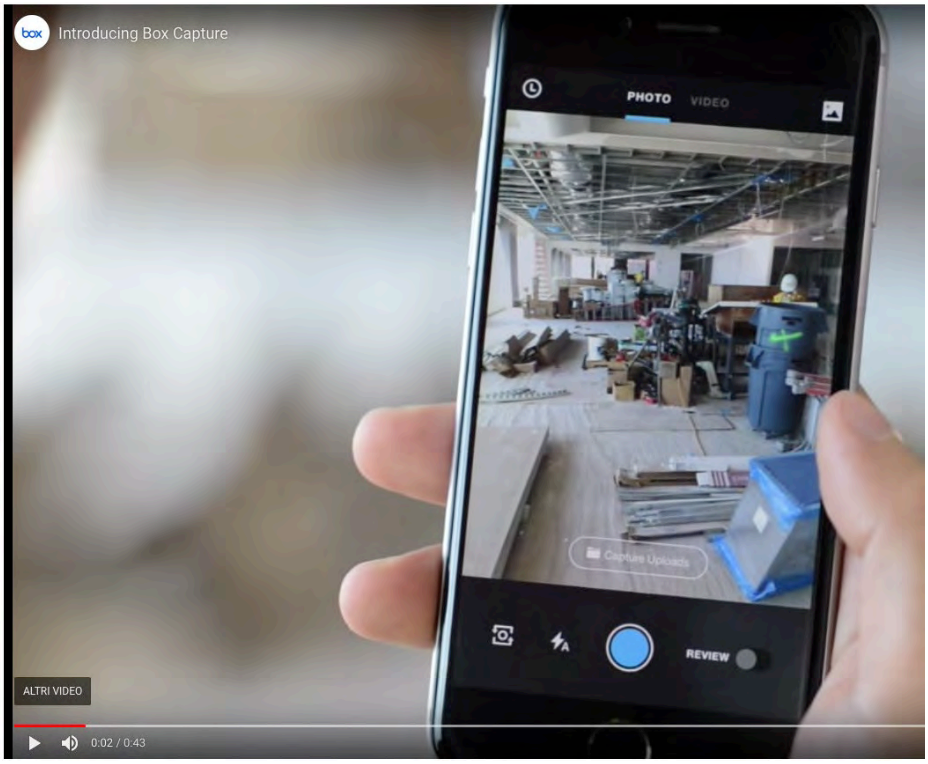

Figure 9 – BOX Share content

"Shortlist" – (Backlog)

Link: https://www.atlassian.com

Description

It is provided by Jira and is used as software development tool by agile teams to plan "Sprints", basically the phases aimed to develop, track and release software implementations, usually used to support SCRUM method. It represents a repository of the requirements (Figure 10) collected and organized by:

· Audience (e.g. clinicians, patients, managers, etc.)

· Topic (e.g. Clinical areas, facilities, therapy treatments, etc.)

· Type (e.g. unmet needs, dreams, expectations, problems, etc.)

· Rank (e.g. prioritization – MoSCoW[5] - Must, Should, Could, Won't)

· Status (e.g. implemented, not implemented, in progress)

[5] Clegg, Dai; Barker, Richard (1994). Case Method Fast-Track: A RAD Approach. Addison-Wesley

CoP phase

- Continuous sharing of identified problems and opportunities
- Challenges alignment: User & Stakeholder demand
- Opportunity monitoring Stakeholder and enabler input

Purpose

- CoP members can share and track their shortlist to identify mutual requirements and work together to provide a solution.

Input	Output
• **SCRUM method** • **AGILE method** • **User requirements** • **Questionnaires** • **Poll** • **Alexa**	• Requirements sources • Requirements prioritization • Requirements classification (types) • Requirements status implementation • Requirements implementation estimation

Table 10 - SHORTLIST

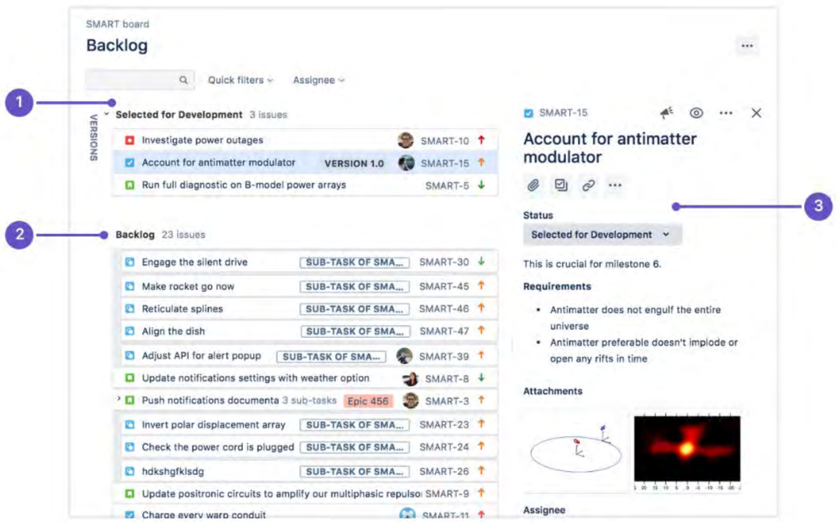

Figure 10 – SHORTLIST Backlog

Data Mining – Stream Scape

Link: http://www.streamscape.com/

Description

StreamScape is a technology for agile data preparation and real-time analysis that offers powerful query and schema-on-read capabilities, allowing users to aggregate, manage and track any data on-demand, leading to better decision making. This business intelligence tool allows to manage data from different resources, like:

- Survey
- Poll
- Alexa (AI) [text mining]
- Evidence
- Forum [text mining]

CoP phase

- Continuous sharing of identified problems and opportunities
- Challenges alignment: User & Stakeholder demand
- Opportunity monitoring Stakeholder and enabler input

Purpose

- Perform data mining of semantic data types and provide relevant information for decision makers. It works to solve the data fragmentation by clustering and distributing valuable information, and by implementing a centralized data storage or warehouse solution.

Input	Output
User requirements • **Questionnaires** • **Poll** • **Alexa**	• Demand classification • Demand clustering • Demand prediction • Demand dependency

Table 11 – STREAM SCAPE Data Mining

Looking for partners - Eureka

Link: https://www.eurekanetwork.org/

Description

Eureka is an open platform for international cooperation for innovation. It is a publicly-funded, intergovernmental network that embraces the 'bottom-up' principle - ensuring to provide the necessary support to R&D projects. Among its tools, it offers a search engine to find partners / teammates, according several parameters, for instance: *keywords, expertise, skills, domain, topic, project type, technological area, country, etc.* (see Figure 11). CoP via PIPPI can use a search engine to find partners to create a team to perform an innovation procurement.

CoP phase

- Continuous sharing of identified problems and opportunities
- Challenges alignment: User & Stakeholder demand
- Opportunity monitoring Stakeholder and enabler input

Purpose

- CoP via PIPPI can use a search engine to find partners to create a team to perform an innovation procurement.
- Find partners with mutual unmet needs.

Input	Output
User requirements • Registered users	User profile • Contacts • Expertise • Skills • Etc.

Table 12 - EUREKA

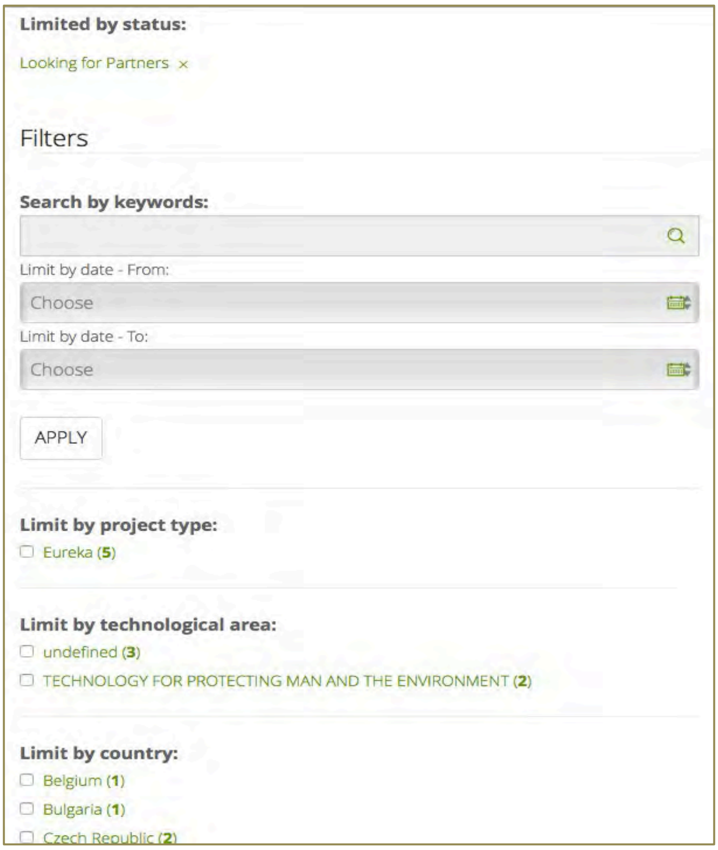

Figure 11 – EUREKA Looking for partners

Create the team - Flock

Link: https://flock.com/

Description:

It allows to send an invitation to create a multidisciplinary team of experts that can work in a collaborative and virtual environment, allowing discussions and decisions about common interests (see Figure 12).

Features

- Channels, having set up the team (name, purpose, sub-groups, etc.), the system allows to create specific channels to communicate (team, sub-group, individually).
- Set up predefined membership rules for channels, once set, any profile who matches the criteria it will be automatically added to the channel.
- Announcements, it allows the group admin to spread a message, contents, etc., into all the channels.

- Notes, it allows to create a virtual "post it" and share it with the rest of the teammates.
- Process Automation, it allows to manage and automate workflows, like reimbursement claims and IT requests. Receive real-time updates on tasks that you're a part of, right within Flock.
- Reminder, it allows to set up a reminder against any message in a chat, or via the command. A reminder can be set for all channel members in one go as well, (integrated with Google Calendar).
- Create Snipped, it allows to code and share it with the rest of teammates. Flock automatically detects code language and syntax, making it easier for everyone to read and review your snippets.

CoP phase

- Challenges alignment: User & Stakeholder demand
- Opportunity monitoring Stakeholder and enabler input

Purpose

- Create a team to collaborate for procurement innovation projects

Input	Output
User requirements • Registered users	Community • Team • Communication channels

Table 13 – FLOCK

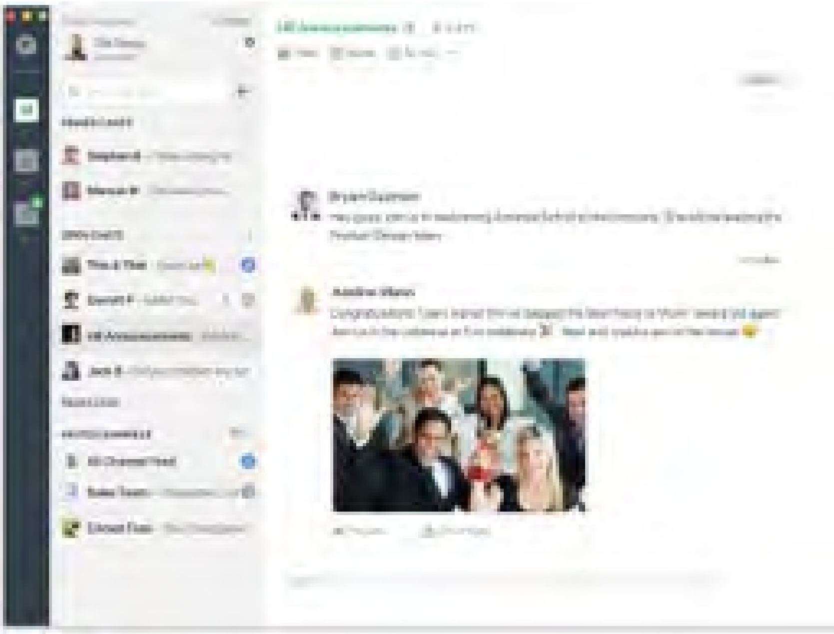

Figure 12 - FLOCK Creating teams

On boarding – Bamboo HR

Link: https://www.bamboohr.com/b/

Description

Bamboo is a platform designed for human resource management teams, it collects and organizes all the information about employee life cycle, providing insights to focus on important people assets. Among its tools, it has on-boarding, a "Starter pack" to provide to the teammate all the necessary resources needed to perform a specific task, like theoretical framework of methods and tools aimed to foster co-design activities Figure 13.

Example:

- Co-Creation
- Service Design
- Design Thinking
- SCRUM

CoP phase

- Challenges alignment: User & Stakeholder demand

- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition

Purpose

- Team alignment about methodologies, methods, tools.

Input	Output
• Methodologies • Methods • Tools	• Team alignment

Table 14 – BAMBOO HR

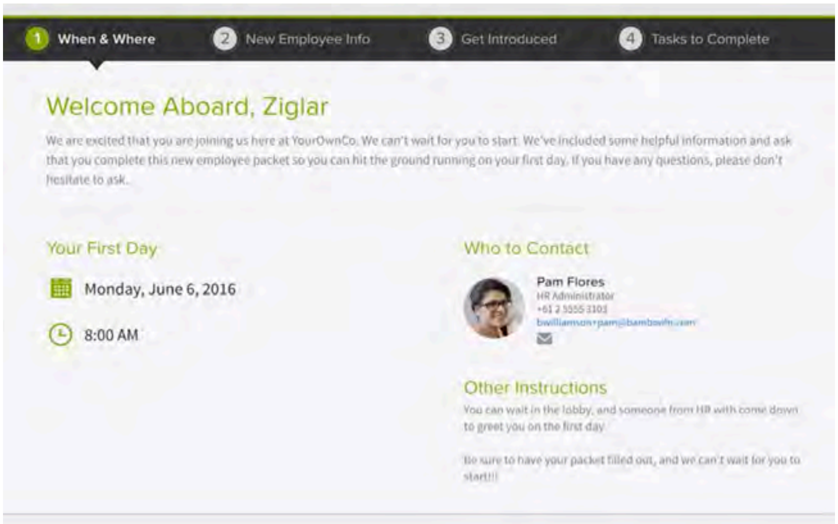

Figure 13 – BAMBOO HR Onboarding

Activity Planner - Jira

Link: https://www.atlassian.com

Description

This tool allows to manage the project activities:

- Create the activity and define related scheduling - Figure 14
- Create related tasks of the activity and related scheduling - Figure 15
- Set up reminder
- Assign the task to teammate / collaborators
    - Attach resources and documents needed to perform the task. (e.g. starter pack).

Features

- Board, to track the workflow of the activities and tasks by defining their status:
    - To do
    - In progress
    - Done
    - Reviewing
    - Approved
- Alert, to receive a notification when a deadline is coming
- Assignee, to visualize the teammate in charge to perform the task
- Gantt, to display the project roadmap (activities / task deadlines and progress status). It is an interactive Gantt chart, because automatically shows dependencies and conflicts.
- Report (Figure 16), to display statistics about:
    - Total work remaining
    - Work completed or pushed back to the backlog
    - Projected release date for a version

CoP phase

- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Manage and coordinate activities within teammates

Input	Output
• Activities • Deadlines • Teammates	• Activities & scheduling planned • Activities assigned • Progress-status of work

Table 15 - JIRA

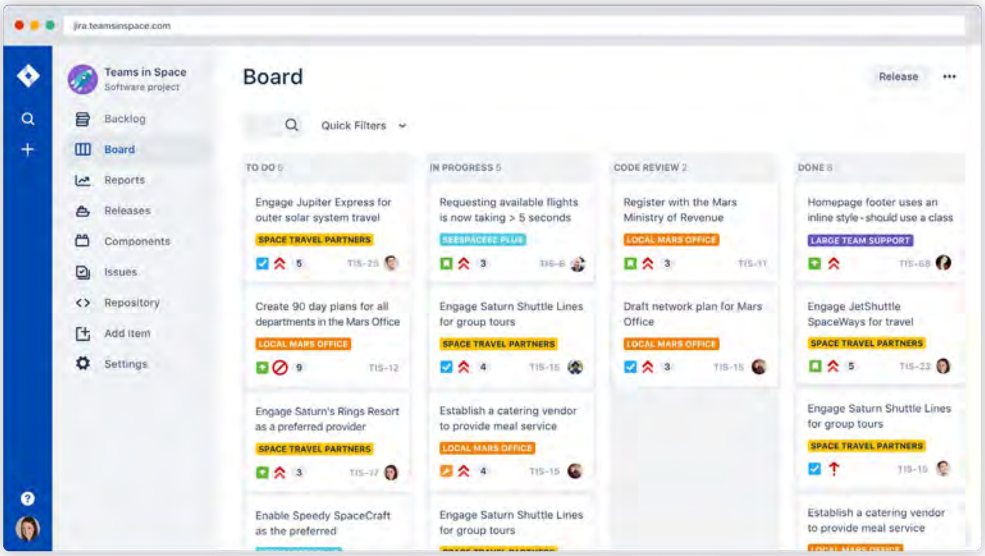

Figure 14 - JIRA Activity Planner 1

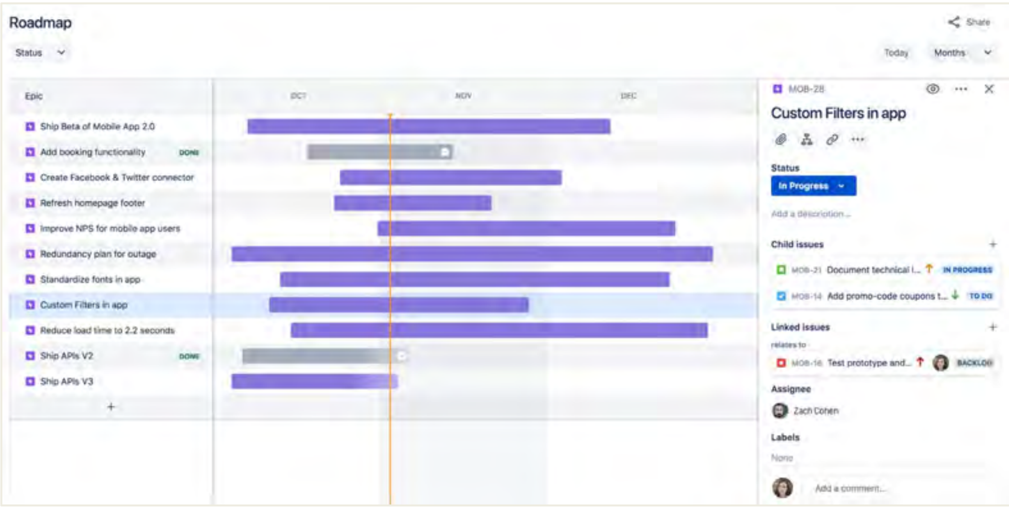

Figure 15 - JIRA Activity Planner 2

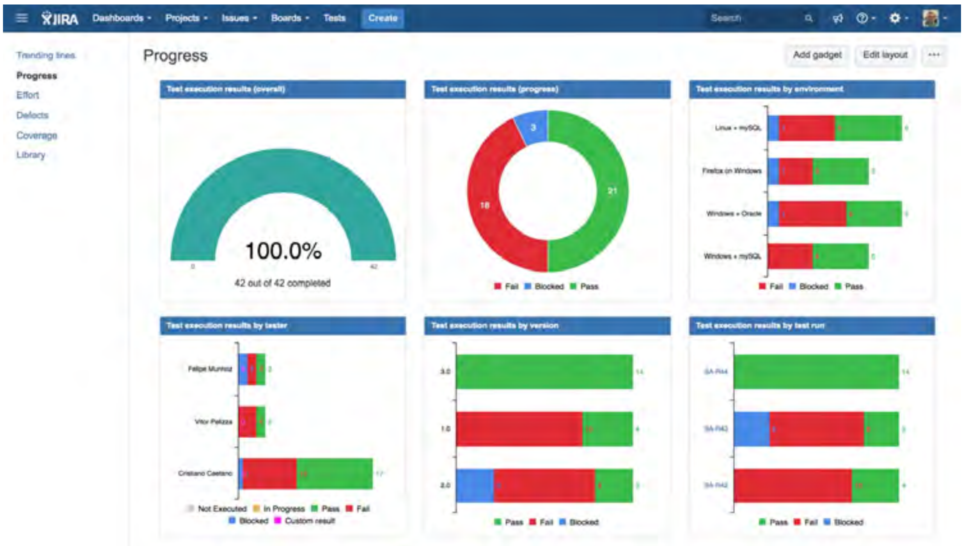

Figure 16 - JIRA Activity Planner 3

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Review & Approvals - Wrike

Link: https://www.wrike.com/main/

Description

Wirke is an online project management platform designed for: Marketing, Creative and Project management teams. It aims to provide a communication context to put stakeholders in one place. Among its tools, it has the Review & Approvals to enable team members to simplify the feedback cycles. In fact, it allows teammates to ask or generate feedbacks or approval about a certain item, like images, videos and documents (Figure 17).

For instance:

- Document report
- Map, diagram
- Images
- etc.

CoP phase

- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Manage and coordinate activities within teammates

Input	Output
• Activities • Deadlines • Teammates	• General feedbacks • Activities & scheduling planned • Activities assigned • Progress-status of work

Table 16 - WRIKE

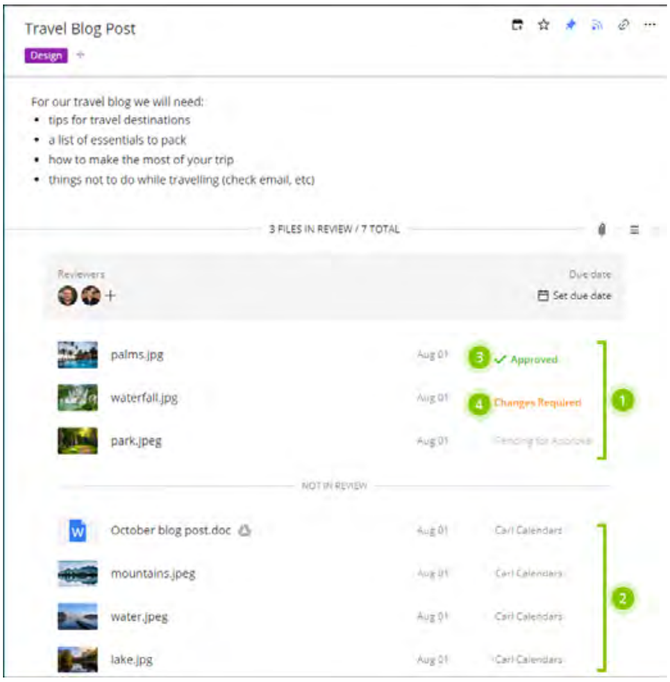

Figure 17 - WRIKE Review and Approval

Streamline decisions

Link: https://www.bamboohr.com/custom-workflows/

Description

This tool allows to create a question that refers to a decision to be approved and invite all the stakeholders needed to provide a feedback. It is also possible to automate and delegate the approval (Figure 18).

CoP phase

- Opportunity monitoring Stakeholder and enabler input

- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Manage and coordinate activities within teammates

Input	Output
• Activities • Deadlines • Teammates	• Feedback / Approval / Vote

Table 17 – BAMBOO HR

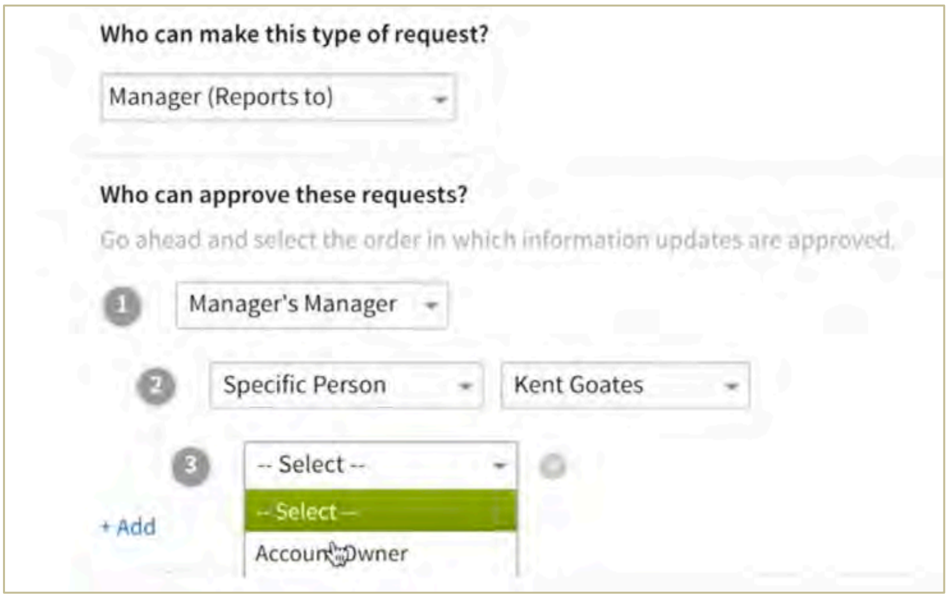

Figure 18 - BAMBOO HR Streamline Decisions

Messages - Twist

Link: https://twist.com/

Description

Twist is a cloud-based team collaboration that supports project team members with a centralized interface for planning projects, managing tasks and communicating. The chat tool allows to create dedicated channels to send a message direct to anyone or to a selected teammate, group, etc. The communication is organized according threads to easily track the discussion topic. It allows the team member to also find quickly the topic of interest and its related discussion chronology. In this way, team members have the time to read a thread, think about it and respond more consciously (Figure 19).

CoP phase

- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Foster communication within teammates

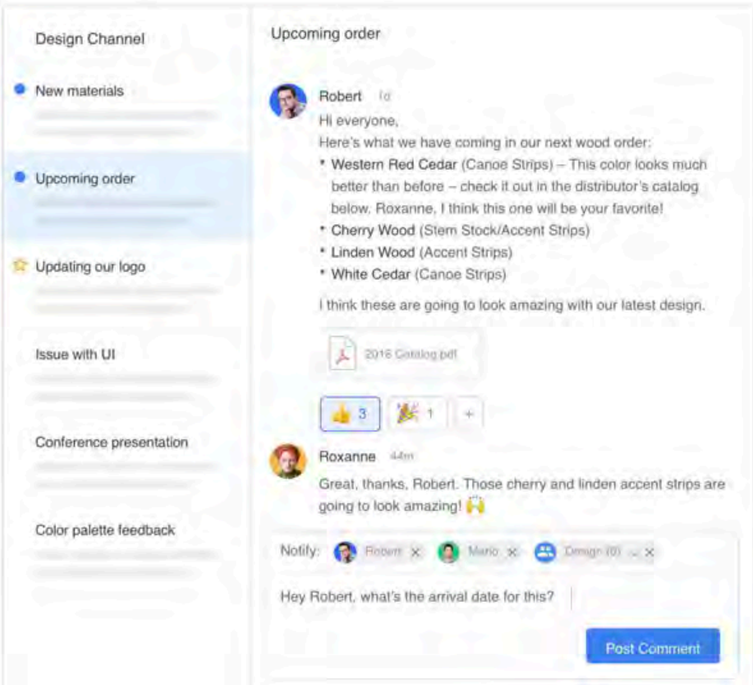

Figure 19 – TWIST Messages

Whiteboard

Link: https://www.webex.com

Description

It is an app, provided by Cisco, for continuous teamwork with video meetings, group messaging, file sharing and white boarding. It allows to maximize brainstorming, by quickly sketching the idea that explains better than words. White board or draw on your phone or any device and share the interactive drawing in chat. By using shared screens and related pen it allows co-editing activity for each team member in order to contribute at the same time (Figure 20). It allows to audio/video record the activity for further notes, plans, etc.

CoP phase

- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Foster communication within teammates

Figure 20 – WEBEX Whiteboard

Stakeholder map[6]

Link: https://www.smaply.com

Description

Smaply is a highly visual customer experience management software, that helps to map customer engagement and experiences. The software helps companies get a clearer picture of metrics and parties that impact on their product. The stakeholder map allows to map, visualize and share the most important information and insights about the stakeholder ecosystem. It allows to understand, manage, and bring together various parties affected by a service/process, both internally and externally to the organization (Figure 21).

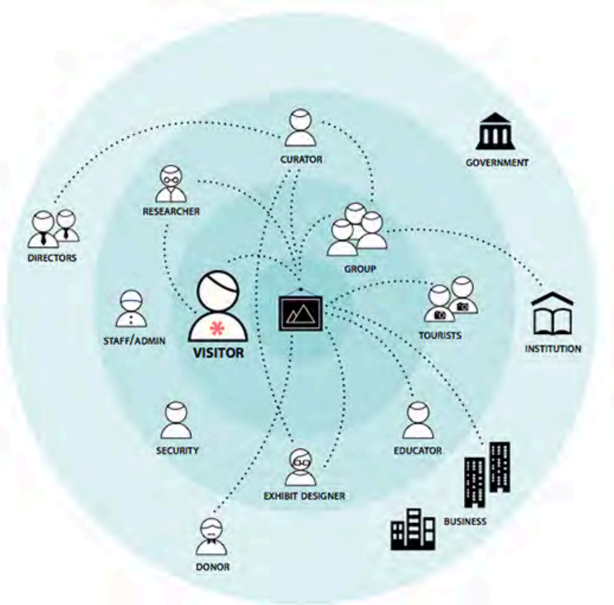

Figure 21 – SMAPLY Stakeholder map

It helps teammates to have a mutual understanding of the ecosystem and allow comparisons, it also supports strategic design about what stakeholders you want to focus on, based on their:

- Impacts
- Interests
- Relationships

This visualization tool can be applied for several purposes:

1. Engaging directly the stakeholders in a co-design activity, to elicit information and map together the various groups of people involved in a particular service/process to map their links, input, outputs, goals and issues.
2. Summarizing insights and provide a mutual understanding, by analysing the info collected from polls, questionnaires and interviews to map the various groups of people involved in a particular service/process to map their links, input, outputs, goals

[6] https://www.interaction-design.org/literature/article/map-the-stakeholders

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and issues

3. Envision future changes of stakeholder ecosystem, like number or type of stakeholder involved and their links, based on the possible solutions designed.

CoP phase

- Continuous sharing of identified problems and opportunities
- Challenges alignment: User & Stakeholder demand
- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Understand the ecosystem, especially into complex settings or larger organisations
  - Requirement elicitation, by engaging directly the stakeholders to a co-design activity
  - Requirement organization, by summarizing insights and information elicited
  - Envision future changes of stakeholder ecosystem

Input	Output
• Context / Framework • Organization chart	• Stakeholder role • Stakeholder goals • Stakeholder inputs/outputs

Figure 22 - SMAPLY

Personas

Link: https://uxpressia.com/

Description

UXPRESSIA is an online platform that allows to work in a collaborative way: visualize, analyze, export and share user requirements (needs) for co-design activities to improve user experience. Among its tools, it provides “Personas”, are fictional characters, based on research rusults, aimed to represent the different user types that might use a service, product, etc.

Personas is a tool used in the user-centred design process to summarize insights and information of the end users, to define their expectations, concerns and motivations.

It helps teammates to understand the main characteristics of the user or identify the different user types within the general audience to address strategic decisions focuses on specific needs and goals (Figure 23).

CoP phase

- Challenges alignment: User & Stakeholder demand
- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Create a realistic representation of the key audience segment (e.g. “end-user”) by extrapolating the info collected from polls, questionnaires and interviews, like:
    - Gender
    - Age
    - Behaviours
    - Background / education
    - Skills / capabilities
    - Needs

- Goals

Input	Output
User characteristics (demographic, behavioural) • Questionnaires • Interviews • Polls • Alexa	• User segmentation • User prioritization • User target

Table 18 – UX PRESSIA

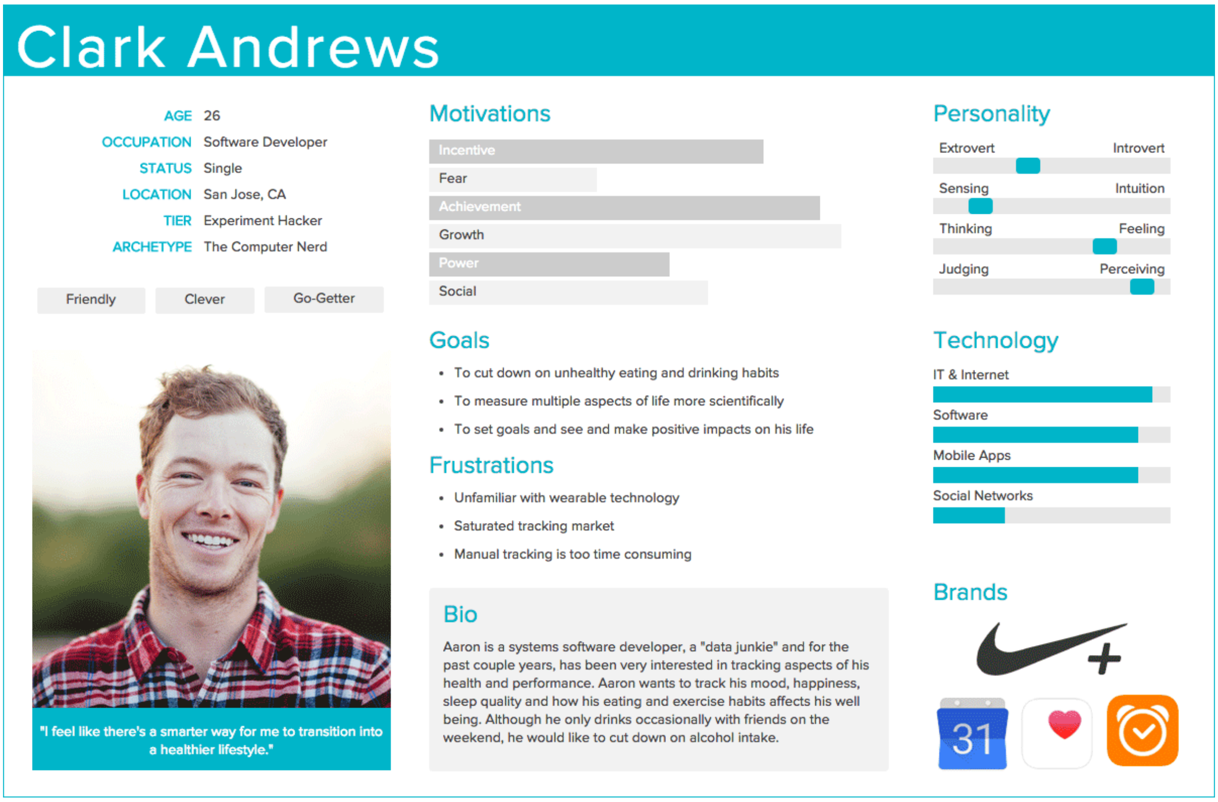

Figure 23 – UX PRESSIA Personas

Journey Map **-**

Link: https://uxpressia.com/
Description

It is a visualization tool, basically a diagram that display the story of how a user interact to a service, process or product over time, understanding where the user experience might fail. Moreover, having a user experience's prospective would be possible to prioritize the main issues and discuss about the possible solutions (Figure 24).

CoP phase

- Continuous sharing of identified problems and opportunities
- Challenges alignment: User & Stakeholder demand
- Opportunity monitoring Stakeholder and enabler input
- Demand identification
- Demand definition
- Plan/Pre of participants and method of choice

Purpose

- Schematize the user experience according to:
    - User Steps/Actions into the service experience / process
    - Goals (reason to accomplish a task/action)
    - Touchpoints (virtual or physical trigger that allows the user interaction with a service)
    - Feelings (user experience satisfaction level along the interaction)
    - Problems (what prevents a good user experience and can cause user frustration)
    - Opportunities (what can be done to solve the problem)

This visualization tool can be applied for several purposes:

1. Requirement elicitation, by engaging directly the stakeholders to a co-design activity to define their user journey.
2. Requirement organization/prioritization, by summarizing insights and information elicited, like issues, problems, etc.
3. Envision future changes of the aspirational user experience, by considering the possible solutions.

Input	Output
o Personas o User characteristics (demographic, behavioural) • Questionnaires • Interviews • Polls • Alexa	User experience / interaction • Touchpoints • Actions • Issues

Table 19 – UX PRESSIA

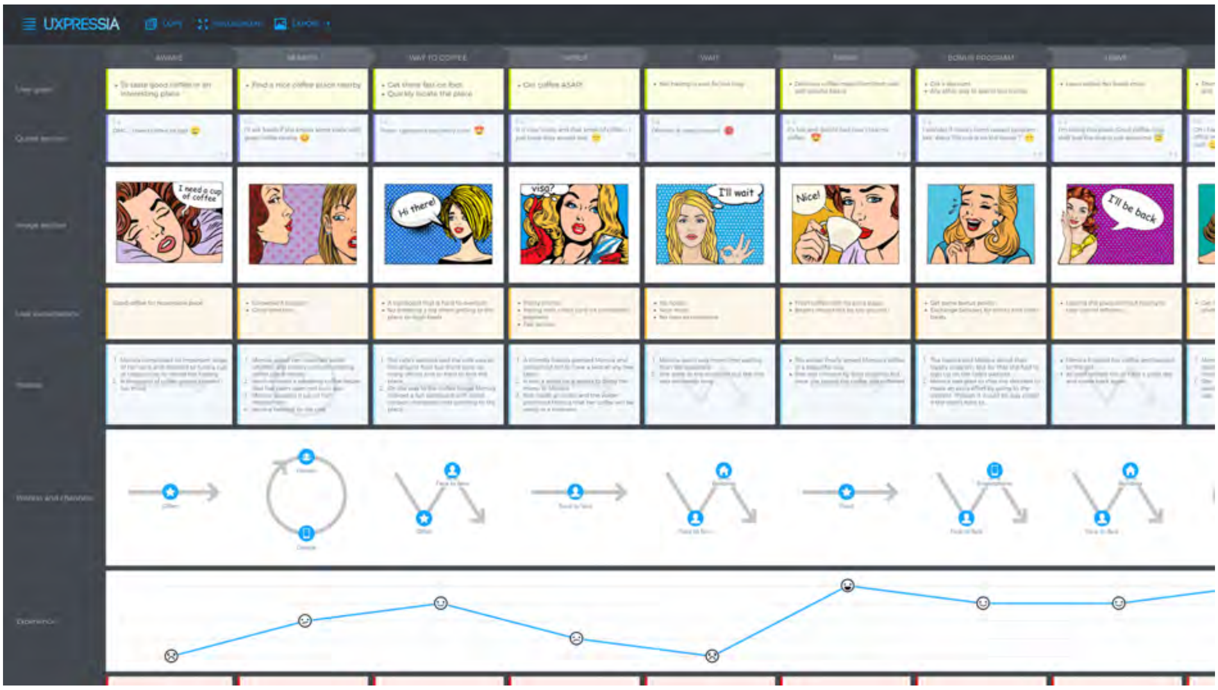

Figure 24 – UX PRESSIA Journey Map

Business Plan

Link: https://www.liveplan.com/

Description

LivePlan is an online platform that allows to plan and create a detailed, complete business plan with step-by-step instructions and examples. LivePlan includes full definitions, videos, examples from real business plans, and tutorials at every step. It offers a business model to help managers to explore complex choices, using a set of assumptions to represent alternative future operative environments (Tennent and Friend, 2011) ·

It describes the strategy and the expected economic and financial performance for the future.

CoP phase

- Demand identification
- Demand definition

Purpose

- Customer referrals
- Revenue
- Profit

Input	Output
• Marketing spending • Systems spend • Office and field time • Office and field energy	• Customer referrals • Revenue • Profit

Table 20 - LIVEPLAN

Demand application form

Link: https://www.eurekanetwork.org/

Description

It represents a standard format where are displayed pre-defined sections to compile (Figure 25). It allows to perform comparisons & demand aggregation, based on several items, like:

- Title
- Organization name
- Contacts
- Country
- Description
- Unmet needs (retrieved by the shortlist ?!)
- Vision of the project results
- Area / Topic / Disease (investigate about which categories)
- Tags
- Deadlines
- Budget

CoP phase

- Demand identification
- Demand definition

Purpose

- Customer referrals
- Revenue
- Profit

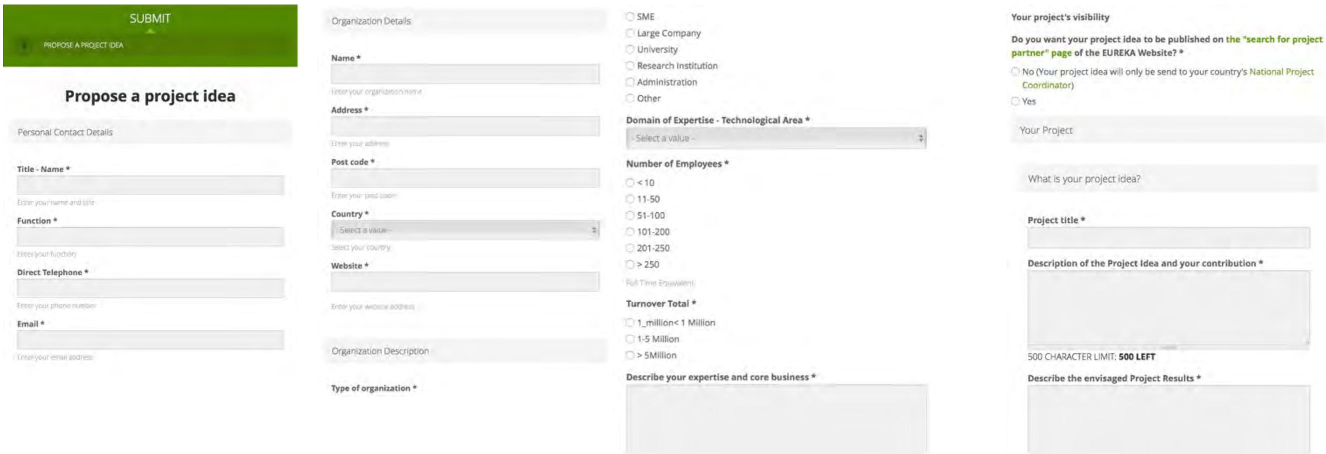

Figure 25 – EUREKA Demand Application Form

Lesson Learned – Second benchmark on Collaborative Tools

In general, the second cycle of benchmark provides as result a list of tools that are aimed to foster collaboration and exchange of ideas and information. In particularly, these tools are clustered according their features:

- Tools aimed to build up the community, by creating a teamwork
- Tools aimed to plan and organize the teamwork, by scheduling and assigning tasks
- Tools aimed to foster communication within the teamwork
- Tools aimed to elicit requirements (unmet needs)
- Tools aimed to organize and share requirements (unmet needs)

In order to contextualize the tools elicited so far, we proceeded first by mapping the functionalities and features expected into the CoP process, according their phase or reference, as shown in Figure 26.

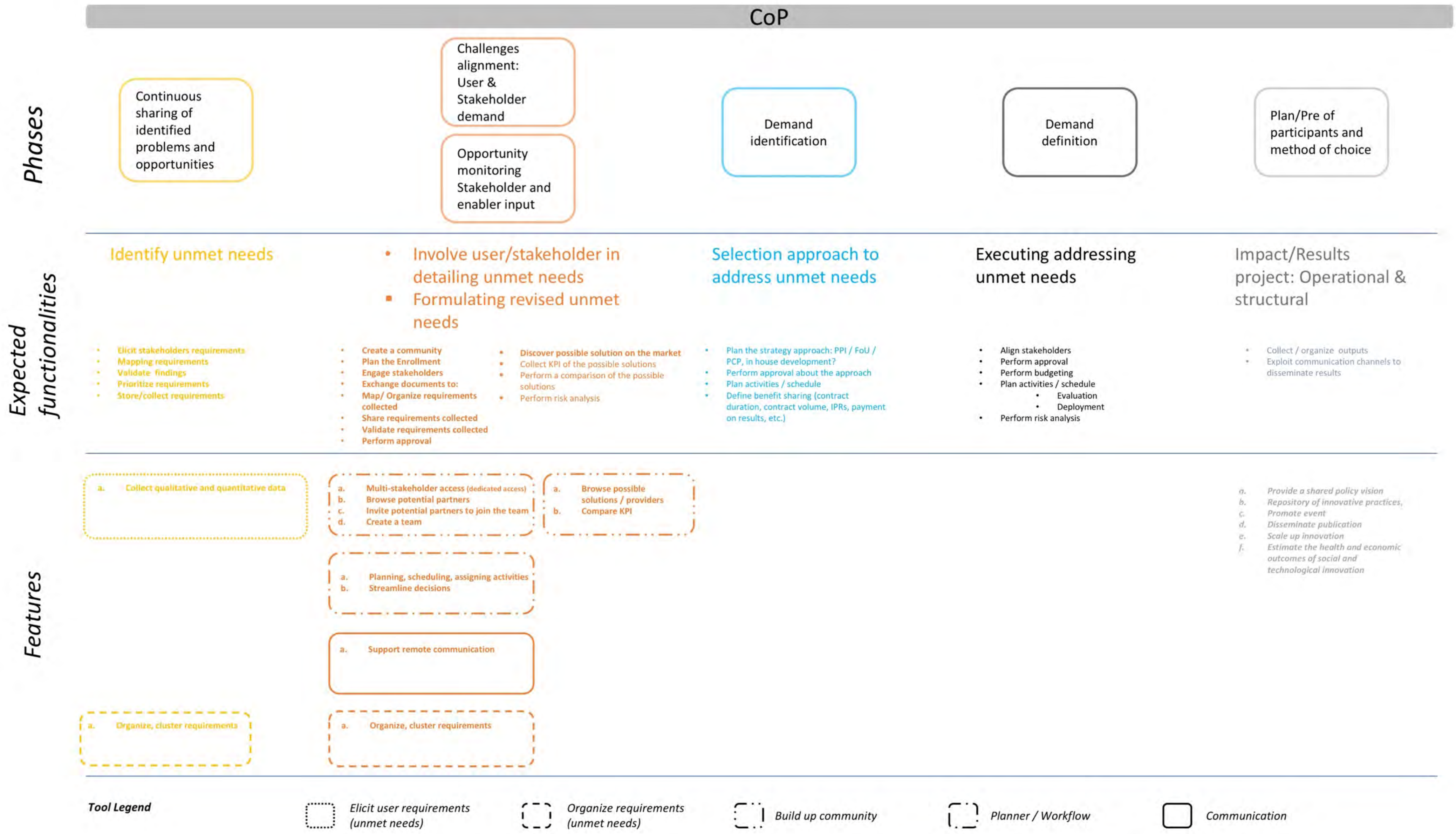

Figure 26 - CoP Expected Functionalities

By having this schematization, we proceeded by mapping the tools in correspondence of the CoP phase where they can be applied, like shown in Figure 27. So far, we did not specify yet which stakeholder would probably use PIPPI platform and related tools; this aspect will be defined to the next steps. In the future, is needed to design the user's journey to understand the CoP process from a user centered prospective.

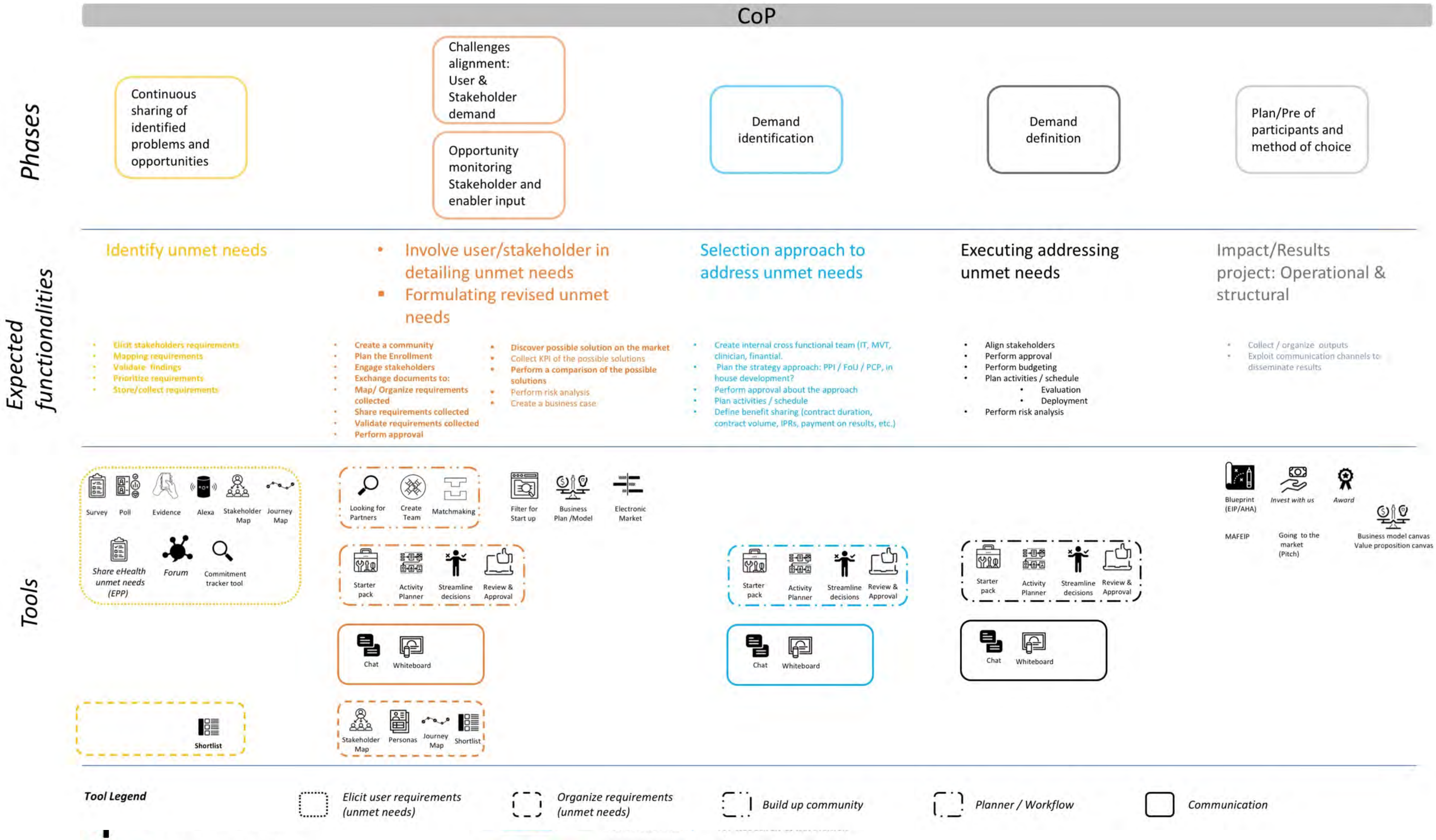

Figure 27 - CoP Process Expected Tools

Regarding to the collaboration tools, aimed to foster the identification and sharing of the user needs, we focused the research study to the service design methodology. “Service design aims at designing services that are useful, usable and desirable from the user perspective, and efficient, effective and different from the provider perspective” (Mager & Sung, 2018). The aim of this process, based on a human-centered design, is to provide holistic approach that focuses on the customer experience whilst integrating team-based interdisciplinary. The reason for embracing a bottom-up approach is to have users contaminate the procurement innovation process (Vicini & Bellini, 2012). Especially considering the opportunity to involve the end-user in each phase of the design, implementation and evaluation of an innovative solution. It will allow a collaborative environment where insights, ideas and feedbacks are continuously generated involving the PIPPI users and stakeholders in a process of open innovation.

The involvement of different stakeholders in terms of an active collaboration into the co-creation framework is a difficult task. One of the problems is the heterogeneity of knowledge, vision and languages cannot be aligned only with the support of the tools, but it requires a mutual understanding of the methods to properly use certain tools, like personas, stakeholder map and journey map. For this reason, before to talk about tools for a collaborative environment, we must include before the methods and methodologies to use properly the tools described.

5. Conclusion

In addition to a summary of procurement, this document demonstrated a collection of successful case studies on procurement and collaboration platforms, methodologies, tools and their functionalities. The results, best practices, and lessons learned from the activities were expressed throughout the report. The complete list of the benchmarked platforms and tools is presented in the Appendix.

After the initial theoretical research on Procurement of Innovation and the Community of Practices, the benchmarking activity was carried out. It was segmented into two cycles of; (1) the procurement platforms and (2) collaboration tools. The findings were evaluated based on specific criteria.

The first cycle of benchmarking was designed to collect the tools with valuable functionalities from platforms that support procurement processes. Totally 18 cases were studied, and 5 of them were identified as the best practices. A variety of qualitative data were obtained. One of the difficulties was comparing the benchmarks owing to their diverse composition of elements, factors, and motivations. Therefore, instead of making comparisons between cases, handy tools were revealed and examined which offer valuable functionalities. These tools were located along the PCP and PPI process as well as along the preparation process. The potential assistance of the functionalities in the PIPPI Platform was deliberated based on the empowerment of stakeholders, the support provided for PCP/PPI, preparation, dissemination and usage phases. These data were summed up in the form of a matrix consisting of the names of the platforms together with tools under relevant categories. For example, offering dedicated accesses into the platform for diverse users such as entrepreneurs, public authorities, researchers, students, experts, etc. would function as providing open access to PIPPI users while preserving the sensitive information that should be accessed only by authorized users. Researchers gained valuable knowledge including the importance of taking the CoP model as the groundwork while examining the functionalities. Useful tools to facilitate the collaboration of diverse stakeholders especially among supply and demand sides were discovered. For instance, one functionality recognized for the dissemination was to keep users informed about the latest technologies available for specific needs.

Considering the bigger picture, since the aim of PIPPI is to assist the steps before the PCP process, the investigation of procurement platforms was decided to be finalized. The next step was to expand the study upon cross-border CoP tools in any field which is named as the second cycle of benchmarking.

Therefore, the second cycle of benchmarking was designed to collect collaboration tools with valuable functionalities from any field of work. The benchmarking the template was again being altered to note the necessary information including description, input/output, CoP phase of reference. 12 best practices were selected within a collection of 18 cases. The best practices were identified elaborating on the available functionalities and how they can be benefited in the PIPPI Platform such as building a community, creating working teams by the inclusion of relevant stakeholders, planning activities, effective communication between stakeholders and identification of requirements. Afterward, tools were mapped inside the CoP process considering in which moments they are appropriate to be used.

One of the insights as a result of the second cycle was the possibility of using service design methodology, user-centered design, and bottom-up approaches to comprehend the real needs of people.

The next steps envisioned in this research will be to specify the stakeholders (from PIPPI WP2), and most importantly the end-users, as well as finding more tools to be used in the demand identification and demand definition phases. Considering the feasibility, over time, it will be necessary to excogitate how the PIPPI platform will be interlinked with the existing infrastructure and interlinking which functionalities. Besides, a possible test/use case will be searched to be implemented in PIPPI platform.

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D4.1 APPENDIX I

PiPPi

GA No 826157

May, 2019

APPENDIX

EIT - European Institute of Innovation & Technology
Link: https://eit.europa.eu/

Head office: Budapest

Figure 1 - EIT homepage

Description

The European Institute of Innovation & Technology (EIT) is an independent body of the European Union. The EIT brings together leading higher education institutions, research labs and companies to form dynamic cross-border partnerships.

Call for proposal are organized by innovation communities, according the domain of reference. A community brings together businesses (industry and SMEs), research centres and universities as partners, creating a favourable environment for innovation to flourish, allowing innovative products and services to be developed. Each Innovation Community has been set up as a legal entity and has appointed a CEO to run its operations – a first for an EU initiative. The EIT has provided the Innovation Communities with a great degree of autonomy to define their legal status, internal organisation: composition, agenda and working methods, so that Innovation Communities are able to react in an effective and flexible way to new challenges and changing environments.

The EIT sets the educational, entrepreneurial and innovation strategies for the Innovation Communities by outlining activities that contribute to the integration of the knowledge triangle. These activities are set out in individual Framework Partnership Agreements and

Specific Grant Agreements signed with the Innovation Communities.

Value proposition

Making innovation happen –

'If someone is interested in the future of Europe, one needs to see ... "

Offering

- PCP -Boost innovation and entrepreneurship across Europe
- Supports partnerships between leading universities, research labs and companies with the aim to develop innovative products and services
- Entrepreneurship - Start new companies
- Education - Train new generation of entrepreneurs

Topics / Framework

Currently it has eight Innovation Communities according different societal challenge:

- Climate -KIC
- Digital (communication technology)
- Energy (addressing sustainability)
- Health (healthy living, active aging)
- Materials (sustainability: processing, recycling)
- Food (sustainable chains)
- Urban mobility
- Manufacturing

Goals

- Overcoming fragmentation of different healthcare systems
- Contribute to increasing the competitiveness of European industry,
- Improve the quality of life of Europe’s citizens
- Sustainability of healthcare systems

Community

50 core partners and 90 associated partners from leading businesses, research centres, universities across 14 EU countries.

Audience

- Entrepreneurs, to find business partners;
- Public Authorities, to directly plug innovation policy into European level and align resources to boost efficiency;
- Researchers, to get direct access to companies’ research capacity;
- Students, to approach companies, SMEs, entrepreneurs
- Universities, to share knowledge and discoveries

Selection Criteria

The proposed KIC (Knowledge and Innovation Communities) must contain at least three independent partner organisations established in at least three different Member States; Two third of the partner organisations forming the proposed KIC are established in Member States; The proposed KIC includes at least one higher education institution and one private company; The proposal must be submitted by a partnership containing a maximum of 50 partners;

UI elements

Home page **Errore. L'origine riferimento non è stata trovata.**

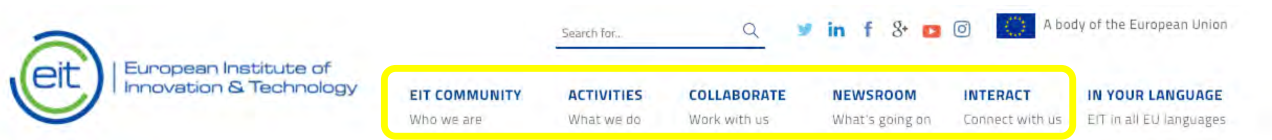


Figure 2 - EIT homepage

On the top of the homepage, are available the following pages Figure 2 - EIT homepage:

- *EIT community*, to get information about organizations, rules, etc.
- *Activities*, to get involved
- *Collaborate*, to get involved
- *Newsroom*, to get informed about events, deadlines, etc.
- *Interact*, to get official documentation, social media, newsletter

From the homepage, the user can directly browse the call for proposals, listed according their societal challenge of interest (domain) / KIC. By selecting one of the proposals, are shown the following sections:

- Mission
- Educational programmes
- Themes
- News
- Projects
- Success stories
- Contacts

The rest of the homepage provides the following elements:

- Infographics to explain their process – *(it seems very helpful).* At the end a video is included.
- GUI – Carousel to show the last or most important news (linked with the newsroom)
- Dedicated access according audience type (stakeholder)
- Dedicated access according topic of interest (societal challenge)
- GUI - Calendar to show upcoming events
- GUI – Tag cloud to show the most used words
- Languages (it allows to switch the website into 23 EU languages)

Get Involved

EIT platform provides two main access ways to get involved:

1) Activities

2) Collaborate

1) Activities

From, the home page is possible to get access to "Activities" that has the following sub-sections:

- Innovation communities (linked with societal challenge)
- Education (educational programmes according to the societal challenge)
- Innovation
- Entrepreneurship
- Outreach

By selecting one of the innovation communities, is possible to get access to a dedicated website, where are shown the several ways to get involved:

- Procurement
- Invest with us
- Partner with us
- Apply for a job
- Attend an event
- Sign-up for a course
- Join a start-up programme

Procurement

In this page are shown tenders and business opportunities for vendors and service providers. A call for tender is a procedure applied to generate offers from companies competing for works, supply or service contracts in the framework of public procurement. Here are shown the current calls for proposals. By selecting one of them is possible to access to the procurement advertisement template to get the tender description.

Invest with us

In this page Figure 3 - EIT Invest with us are shown the project and start-ups to allow angel investors and venture capital to have a look and invest to the interested projects.

There is a filter to allow investors to browse the start-ups according several parameters, like: *capital requirement, technology readiness level, round type, profile quality rating, country, market sector, fundraising from*. **Errore. L'origine riferimento non è stata trovata.**

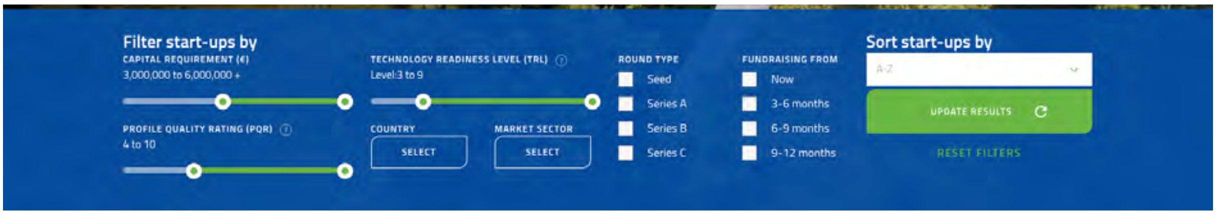


Figure 3 - EIT Invest with us

Partner with us

It allows to join as partner to perform several activities: *get inspired, get seed funding, enhance visibility, get help to translate ideas, be part of an effective network*.

Apply for grant

The page shows which are the open calls for application. Moreover, are shown: *funding available, deadlines, eligibility* (who can apply), *apply* (how to apply), further info.

The page allows to download the *guidelines (toolbox),* that explains all the related details.

In order to apply is necessary perform the following steps:

Register online in EIT Climate-KIC's new grant management system Plaza

Read the call for proposals guidelines and relevant impact goal dossier(s)

Consider speaking to EIT Climate-KIC about the proposal that you are preparing

Complete your online application in Plaza

Please note that Plaza is only accessible to EIT Climate-KIC partners. Organisations/ individuals who are preparing a bid will need to contact your local Climate-KIC office before starting your application.

Apply for an event

It allows to browse related events according keyword and location.

Sign-up for a course

Provides the same link to Educational programme.

Join a start-up programme

Provides a link to Entrepreneurship programme.

2) Collaborate

The EIT home page displays also "Collaborate", it shows the following sub-sections:

- Call for proposals
- Call for KICs (for old calls – where to find all the latest official updates and documents)
- Careers
- Procurements

Call for proposals

It provides the information about how to join to the societal challenges and related Innovation communities, designated by EIT. Moreover, is displayed the process to participate to the call (proposal by interested Stekeholder)

- Admission of the proposal (yes/no)
- Eligibility criteria of partners
- Technical evaluation (performed by a panel of independent-external expert)
- Communication of the winning team
- Build the community
- Define method, schedule, rules, agreement
- Dissemination
- Business model

Call for KICs

It is dedicated to the old calls, where to find all the latest official updates and documents.

Procurements

Open calls – This page contains the public procurement procedures which are currently open for submission. The potential participant can apply to a call for tender.

Here are available the application forms to compile:

- Invitation to tenders
- Contract notice
- Tender specifications

About EU public procurement

Public procurement means the purchasing of works, supplies and services by public bodies at either national or Union level.

Strengths

From the home page is clear which societal challenge (topics) are mentioned

From the home page is clear which types of audience are included, with their dedicated access. It works for private and public funding at national, regional and EU level

The EIT is an integral part of **Horizon 2020**, the EU's Framework Programme for Research and Innovation.

Handy tools

Dedicated access according audience type (stakeholder)

Pdf - call for proposals guidelines

Pdf - procurement advertisement template to get the tender description

Procurement application forms

Browsing filter to allow investors to browse the start-ups according several parameters

EIP/AHA - European Innovation Partnership on Active and Healthy Ageing
Link: https://ec.europa.eu/eip/ageing/home_en

Head office: Brussels

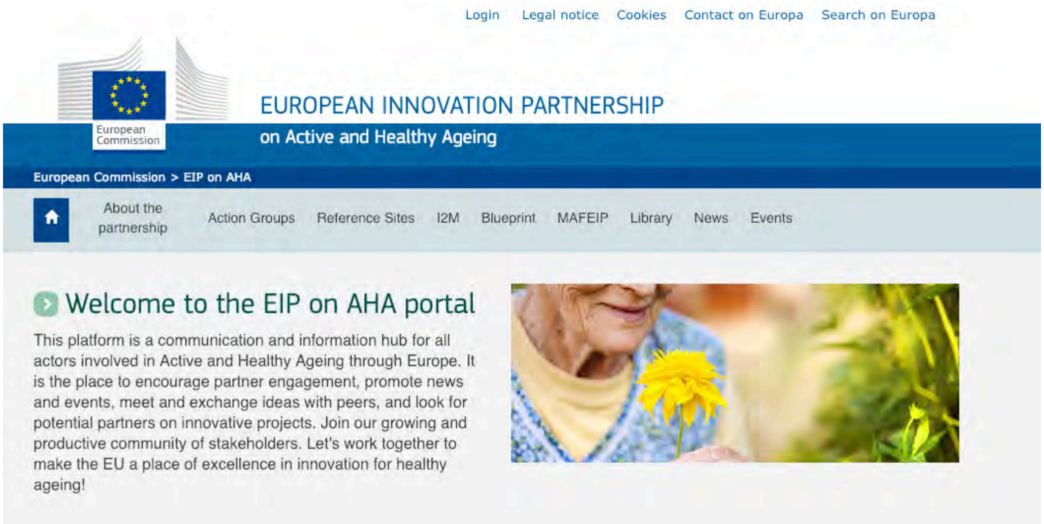


Figure 4 - EIP/AHA homepage

Description

The European Innovation Partnership in Active and Healthy Ageing (EIP on AHA) is an initiative launched by the European Commission to foster innovation and digital transformation in the field of active and healthy ageing.

The EIP on AHA has its foundations on two main pillars: Action Groups and Reference Sites. The Blueprint, Innovation to Market (I2M) and MAFEIP are the three crosscutting horizontal initiatives that feed the EIP on AHA.

This platform is a communication and information hub for all actors involved in Active and Healthy Ageing through Europe. It is the place to encourage partner engagement, promote news and events, meet and exchange ideas with peers, and look for potential partners on innovative projects. It is organized according Action Groups, that are communities of partners who are committed to work on specific issues related to active and healthy ageing. They do this by sharing their knowledge and expertise with their peers, increasing the added-value of their national and local experience and identifying gaps that need to be fulfilled at European level. The groups work on the basis of coherent Action Plans which identify priorities, objectives and common activities within the scope of the EIP Strategic Implementation Plan.

They are independent and self-governed by a team of co-ordinator members. Stakeholders wishing to get involved in one of the six Action Groups set up so far have been selected through an "Invitation for Commitment" application process.

Value proposition

Let's work together to make the EU a place of excellence in innovation for healthy ageing!

Offering

A partnership brings together all the relevant actors at EU, national and regional levels across different policy areas to handle a specific societal challenge and involve all the innovation chain levels.

- PCP - meet and exchange ideas with peers, look for potential partners on innovative projects.
- PPI
- Training programme
- Dissemination - promote news and events

Topics / Framework

The platform is focused on healthcare and has the following action groups:

Adherence to prescription

Falls prevention

Lifespan health promotion & prevention

Integrated care

Independent living solutions

Age friendly environments

Audience

For action groups

Academia

Public authorities

Large industry

SMEs

Healthcare organizations

Investors

Innovators

End users

Patients' associations

Selection Criteria

Any organisation is invited to submit commitments

UI elements

Home page

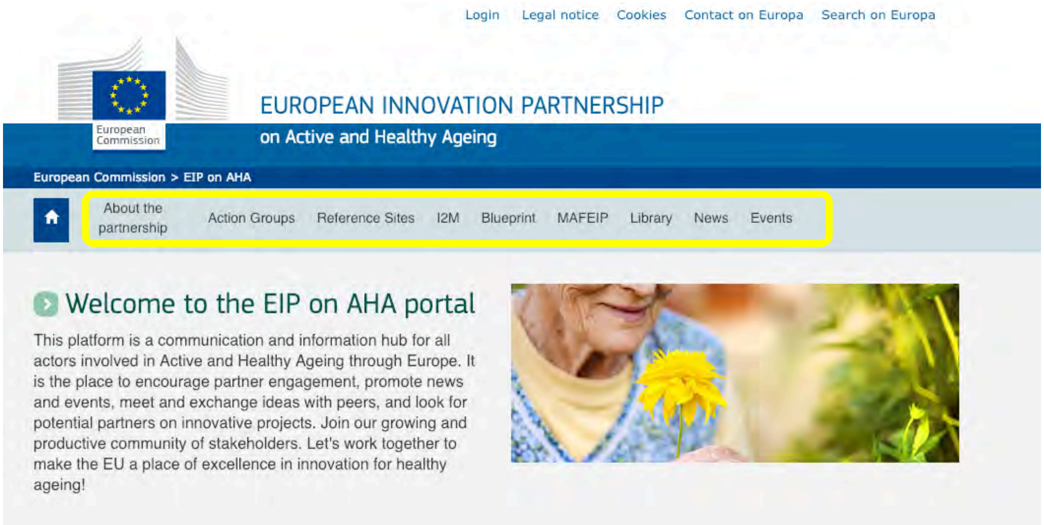


Figure 5 - EIP/AHA homepage

On the top of the homepage Figure 5 - EIP/AHA homepage, are available the following pages:

- *About the partnership,* to get info about EIP on AHA
- *Action Groups,* to join the community of partners
- *Reference Sites*
- *I2M*
- *Blueprint*
- *MAFEIP*
- *Library*
- *News*
- *Events*

From the homepage the user can directly browse the following links to get involved:

- Repository of innovative practices
- Commitment tracker tool
- Get involved
- EIP on AHA policy dashboard
- EIP P on AHA standards
- Innovation procurement platform
- Funding opportunities
- Scaling up innovation
- Digital single market
- The silver economy

The rest of the homepage provides the following elements:

- Dedicated access according topic of interest (action group)
- GUI - Calendar to show upcoming events
- GUI – Latest new
- GUI - Tweets
- Newsletter (subscribe)

Get Involved

There are two ways to get involved

Action group

Reference site

While the EIP on AHA's foundations are based on Action Groups and European Reference Sites, it also integrates three cross-cutting initiatives that are open to any Partner to participate:

Blueprint, Innovation to Market (I2M), and MAFEIP

Action group

Stakeholders wishing to get involved in one of the six Action Groups set up so far have been selected through an "Invitation for Commitment" application process.

Reference site

A reference site represents an inspirational case for stakeholders, providing concrete examples of their positive impact in this field. Becoming a reference site provides benefits like: recognition of leadership acts, networking, membership with Reference Sites Collaborative Network (RSCN).

Reference Site candidates must apply and provide evidence of innovative components of their care model/systems that can serve as an illustration of good practice to other regions.

Repository of innovative practices

This section is a database and allows:

Browse projects that represent a reference of innovation practices. The user can browse via keyword or scrolling the list.

For each practice are displayed: *Status* (i.e. "on-going"), *Budget*, *Contact person*, *Link*, *Viability criteria (*time to deployment, investment, evidence, maturity, impact, transferability), *Country, Stakeholders, Target, Info.*

Submit a practice (only user registered by ECAS service).

Commitment tracker tool

This section allows the user to check the progress of the activities for each Action group.

It's possible to browse them by keyword or selecting the action group of interest.

Get Involved

A first step to start is to become a member of the platform by getting registered to EU Login Service;

(the same required to submit the innovative practice, scale-up innovation, promote events, etc.).

In this page the user can perform the following activities:

- Submit your commitment
- Submit your innovative practice
- Scale-up your innovation
- Promote your own events
- Disseminate your publications
- Share your news
- Subscribe to the newsletter

Submit your commitment

This section allows to a community member (EIP on AHA) to be part of the platform by submitting a commitment. A commitment is an individual activity regarding the declaration of intention on the work that one or several organisations will be doing in the context of an Action Group.

submit your commitment.

Scale-up your innovation

This section allows to a community member (EIP on AHA) to establish links with other key actors to maximize market uptake of your innovative solutions.

scale-up your innovation

Promote your own events

This section allows to a community member (EIP on AHA) to organize an event of interest in the field of active and healthy ageing and it will be published in our portal.

propose an event

Disseminate your publication

This section allows to a community member (EIP on AHA) to share any relevant papers.

Share your news

This section allows to a community member (EIP on AHA) to share any relevant experience. share your news with us.

EIP on AHA policy dashboard (toolkit)

This section provides an integrated geographical visualisation of all the key activities of EIP and AHA. In details it displays commitments, good practices and reference sites, together with contextual indicators extracted from official statistics related to Active and Healthy Ageing. the dashboard displays their territorial coverage as indicated in the Commitment Tracker, not only the location of the main organisation. As such, the darkness of the color represents how many activities have an impact on the territorial unit, whether they are national, regional, or covering multiple localities.

EIP on AHA standards

This section contains a complete overview of the present situation of European and International standardization in the topics related to Active and Healthy Ageing (AHA), covering standards, technical reports and technical specifications, but also guidance documents, industry standards, databases and scientific methodologies and tools.

Innovation procurement platform (PPI)

This section provides materials, documentation and tools to get to know about public procurement of innovation of innovative Active and Healthy Ageing (AHA) solutions.

The platform is divided into 3 specific areas:

- Outcome / Value based procurement
- AHA innovative solutions
- Resources on Pre-Commercial- Procurement (PCP) and Public procurement of Innovation (PPI)

Outcome / Value based procurement

This area is dedicated to value and outcome-based procurement. It includes tools, materials, case studies and a generic step by step model that illustrate how to generate positive impact while using these approaches.

AHA innovative solutions

This section shows an overview of what the European market is proposing in terms of innovative solutions in the AHA sector at the moment. This should facilitate the market scanning of public procurers. In this section, it's also possible to download an automated matrix to evaluate an identified innovative solution that corresponds to a previously defined need. Also included here, is the generic EST Template for the procurement of innovative AHA solutions developed in the framework of the STOPandGO Project, as well as the documents from the joint transnational EU tender launched by the HAPPI project".

Resources on (PCP) and (PPI)

In this area you will find useful material to better understand the process of two important European Commission supported innovation tools, namely PPI (Public Procurement of Innovation) and PCP (Pre-Commercial Procurement).

In this section are available the toolkit from the European Assistance for Innovation Procurement (eafip). It provides assistance to public procurers with a concrete interest in implementing innovative procurements

1.Toolkit from the European Assistance for Innovation Procurement (eafip), was created, divided into 3 modules, aiming to provide support to policy makers in designing PCP and PPI strategies, and to procurers and their legal departments in implementing such procurements:

Module 1: A strategic module addressed to policy makers, providing economic and case evidence about the impacts and benefits of PCP and PPI, together with concrete guidance on how to embed PCP and PPI into innovation strategies;

Module 2: An operational module addressed to public procurers aimed at clarifying the pre-requisites and key steps to design and implement an innovation procurement process (PCP and PPI);

Module 3: A legal / operational module addressed to legal services aimed at clarifying legal issues and provide practical ‘how-to’ guidelines, supported by templates.

The different modules of the “eafip” Toolkit - Figure 6 - EIP/AHA toolkit

It can be downloaded through this link:http://eafip.eu/toolkit/

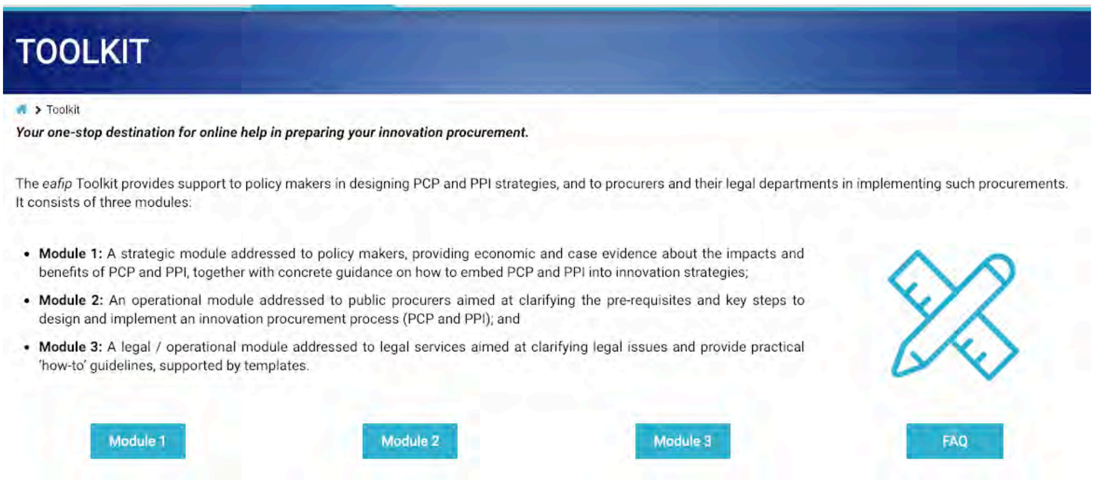


Figure 6 - EIP/AHA toolkit

NB

It is possible to download Modules in pdf by filling in the form displayed.

2. Key advice from INSPIRE project

It aims to show the practical impact on the use of the PCP instrument and to strengthen forward looking procurement strategies in the domains of eHealth Active Ageing and Independent Living. It has the following objectives:

Create a health sector-specific network of Contracting Authorities to foster demand for innovation.

Dissemination: analytical evidence, business models on innovation procurement practices from European projects to facilitate new tech introduction.

Relevant documents are available on the INSPIRE Academy:

http://inspirecampus.eu/academy/

A brief introduction to innovation procurement PCP as instrument and process PCP / PPI Toolkit - Figure 7 - INSPIRE process "It represents the starting pack to get access to a PCP overview, phase and procedure".

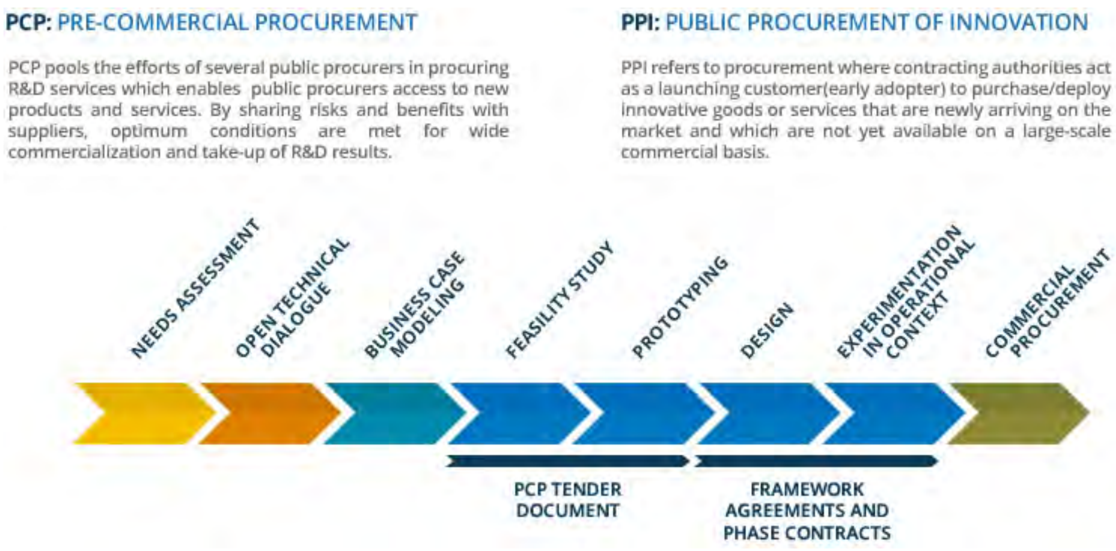


Figure 7 - INSPIRE process

2.1 Analysis of innovation procurement practices

This document provides a systematized analysis of the current State of Art in Innovation Procurement in the EU and of relevant innovation procurement cases from different Member States. The aim is to understand and illustrate the challenges to be faced and the benefits to be achieved when implementing (in a proper way) PCP and PPI in Health sector (eHealth, Active Ageing and Independent Living).

2.2 PCP / PPI toolkit (Guidelines):

https://ec.europa.eu/eip/ageing/public-procurement-platform/resources-pcp-and-ppi/22-pcp-ppi-toolkit_en

This aim of this guide is to introduce relevant aspects when procuring innovation and the kind of problems that careful procurement design and management can solve. It provides real-life examples on "how" to assess the need, to dialogue with the market, to define a business case and to design the competitive procedure.

2.3 PCP / PPI gap analysis and recommendations

https://ec.europa.eu/eip/ageing/public-procurement-platform/resources-pcp-and-ppi/23-pcp-ppi-gap-analysis-and-recommendations_en

This document provides evidence and analysis of the current gap in the adoption of the Pre-Commercial Public Procurement (PCP) and Procurement of Innovative Solutions (PPI) across the INSPIRE partner countries and European healthcare service systems.

This document wants to increase the awareness of public authorities that may not be yet prepared to set up a PCP&PPI strategy, either because they are not fully aware of its rationale or because they lack proper roles, mandates, skills, resources and metrics to implement it.

2.4 Business case modelling

https://ec.europa.eu/eip/ageing/public-procurement-platform/resources-pcp-and-ppi/24-business-case-modelling_en

This document is intended to indicate the key questions which Public Procures and their organization will need to be able to answer in order to establish whether they should or should not conduct the future-focused procurement methodology known as Pre-Commercial Procurement (PCP).

2.5 Investor engagement in PCP

https://ec.europa.eu/eip/ageing/public-procurement-platform/resources-pcp-and-ppi/25-investor-engagement-pcp_en

This document provides an analysis of the current levels of awareness and interest by investors of the Pre-Commercial Procurement (PCP) initiatives across the EU healthcare Research and Development markets. It also offers recommendations on how to further develop these interests and activities.

Funding opportunities

EIP/AHA is not a funding instrument.

This section contains a summary of EU funding sources which could be relevant to your work and your projects on active and healthy ageing.

The list of EU funding that may be accessed to fund EIP on AHA projects is not exhaustive, and there may be relevant and appropriate funding sources at national and regional level. If you would like to draw the EIP on AHA community's attention to a potentially relevant source of funding that is not listed, please contact us at contact@proeipaha.eu.

Scaling up your innovation

The objective of this section is to contribute to raise knowledge and establish links across key actors in order to maximize market uptake of innovative solutions, fostering initial communication and engagement among innovators, users, buyers, industrial integrators and investors.

Digital Single Market

The digital single market (DSM) is where person, service and capital can seamlessly access and engage online activities under conditions of fair competition, and a high level of consumer and personal data protection, irrespective of their nationality or place of residence.

In this section is shown:

- *DMS strategy* (opportunities for new startups and allows existing companies to reach a market
- *Pillars* (Access, Environment, Economy & Society)
- *The mid-term review of the Digital Single Market Strategy*
- *More information*

Silver Economy in Europe

This section provides some info about the ageing populations that are drives of economic growth.

While the EIP on AHA's foundations are based on Action Groups and European Reference Sites, it also integrates three horizontal initiatives:

- Innovation to Market (I2M),
- The Blueprint,
- MAFEIP.

From the homepage menu**Errore. L'origine riferimento non è stata trovata.** Figure 8 - EIP/AHA homepage menu are displayed the following sections:

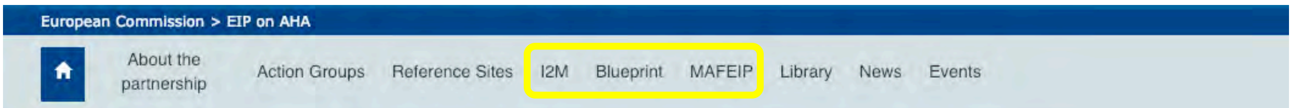


Figure 8 - EIP/AHA homepage menu

Innovation to Market (I2M), is an initiative with the purpose to improve the match between the demand side and supply side in AHA, by engaging in a dialogue and organising a series of activities that involve the two sides of the market to foster the cross-border adoption of digitally-driven marketable solutions. To make concrete progress on a large-scale uptake and impact of Digital Innovation for AHA, a comprehensive set of support and promotion services are proposed in the I2M Plan (developed using co-design methodology):

- Stakeholder forum
- Adoption award

- High quality training on innovation adoption

Centralised and easy to access info

The I2M Plan is going to be implemented throughout 2019 and 2020. It will create the ground for expanding the opportunities of adoption and cross-border scale up of innovative AHA solutions.

The Blueprint, it is a tool aimed to provide a shared policy vision. It is essential to mobilise investments and guarantee the commitment of all actors including industrial players, regional authorities, professional and civil society organisations and multi-stakeholder platforms. The Blueprint is to be seen as a living document. The Blueprint Partners contribute to advancing the Blueprint vision by informing the European Commission about latest care developments, evidence, stakeholders' needs, and collaboration opportunities along key health and care topic areas which benefit from digital transformation.

MAFEIP is a web-based tool whose purpose is to estimate the health and economic outcomes of a large variety of social and technological innovations. From the EIP on AHA perspective, MAFEIP represents the key instrument to estimate the impact of EIP on AHA interventions.

Overall activities

MAFEIP enables early impact assessments of an innovative process in the health and care sector. Using this tool can help decision-makers to take informed decisions about the future design of this innovative process or about its deployment on a larger scale (this is the "decision to invest").

MAFEIP can also help, at a later stage of the innovation development, to assess precisely its value for citizens and other stakeholders (this is the "decision to buy").

The potential users of the MAFEIP tool are stakeholders in the health and care sectors who are willing to deploy innovative practices to improve quality of care, better accessibility or more efficient use of resources.

Strengths

It provided as toolkit a pdf guidelines step by step for PCP / PPI

It is an integral part of Horizon 2020, the EU's Framework Programme for Research and

Innovation.

Handy tools

- Repository of innovative practices (Viability criteria)
- Commitment tracker tool
- Scale-up your innovation
- Innovation procurement platform (PPI) - Resources on (PCP) and (PPI)
- I2M
- Blueprint
- MAFEIP

AAL – Aging Well in the Digital World
Link: http://www.aal-europe.eu/

Head office: Brussels

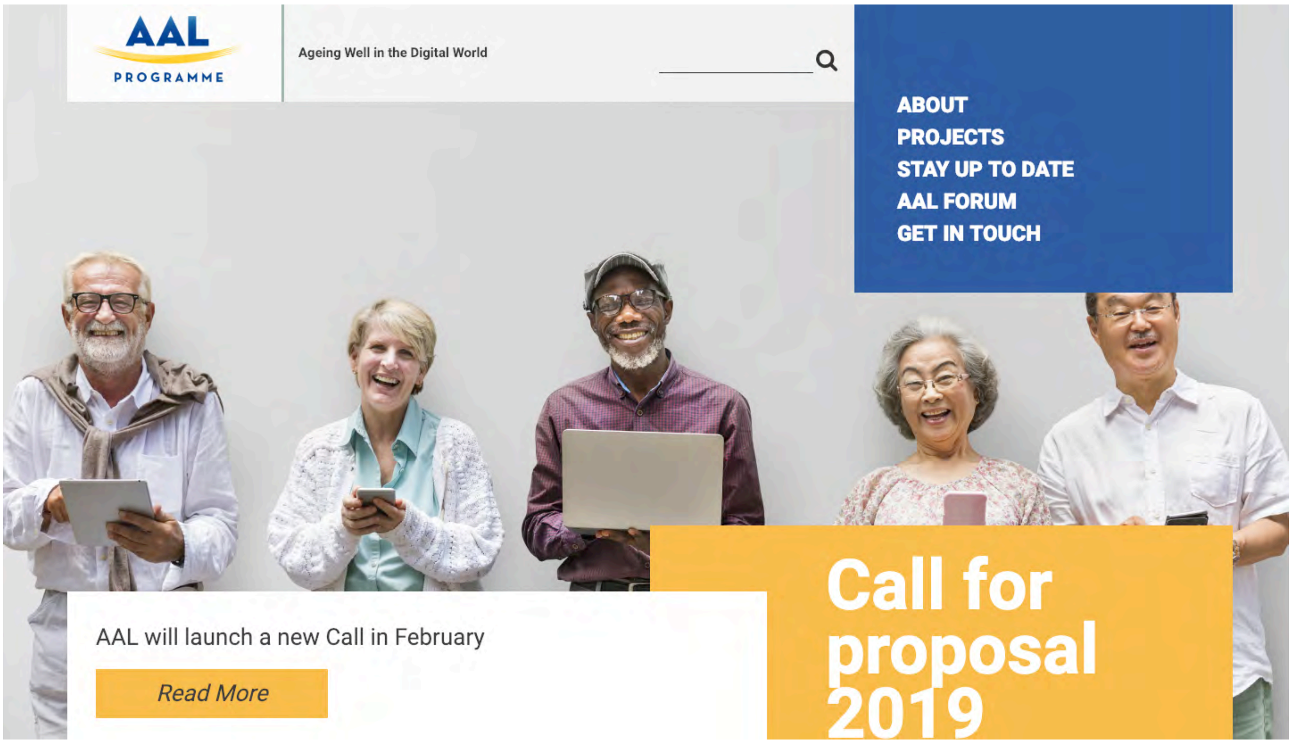


Figure 9 - AAL homepage

Description

It is a funding programme that aims to create better quality of life for older people and to strengthen industrial opportunities in the field of healthy ageing technology and innovation.

They do this by funding projects that work towards creating market-ready products and services for older people. Each project consists of SMEs, research bodies and end-user organisations.

Their projects address a number of issues, including management of chronic conditions, social inclusion, access to online services, mobility, management of daily activities, and support from informal carers.

Each year AAL design a call to reflect the key challenges that aging population face. These projects are funded according to specific criteria, including the need for significant involvement by SMEs and industry, a realistic timeframe for trialling and commercialising the product or service being developed, the inclusion of organisations from at least three different countries, and the involvement of older people in the co-creation of these solutions. See How to Apply for Funding

When AAL have funded a project, it provides free resources, access to experts to make the transition to becoming a viable business.

Value proposition

We are living longer than ever before, so we need to ensure we are ageing well.

Offering

Funding programme

Foster the emergence of innovative ICT-based products, services and systems for ageing well at home, in the community, and at work.

Create a critical mass of research, development and innovation at EU level in technologies and services for ageing well, including the establishment of a favourable environment for participation of SMEs.

Help create the market conditions for the industrial exploitation of healthy ageing products by providing a European framework that supports the development of standardised solutions and facilitates their adaptation to local, regional and national levels to account for varying social preferences and regulatory requirements.

Topic / Framework

Management of chronic conditions,

Social inclusion,

Access to online services for elderly people,

Mobility, management of daily activities,

Support from informal carers.

Audience

- Industry
- Academia
- Care providers
- Elderly people (end user)

Selection Criteria

For collaborative projects

- Consortia must include between three to ten partners
- Consortia composed of at least 3 organisations from 3 different countries
- Consortia must include an end user organisation and a business partner
- Project duration minimum 18 months and maximum 36 months
- Budget co-funding maximum € 2.500.000

For small collaborative projects

- Project duration minimum 6 months and maximum 9 months
- Budget co-funding maximum € 300.000

UI elements

Homepage

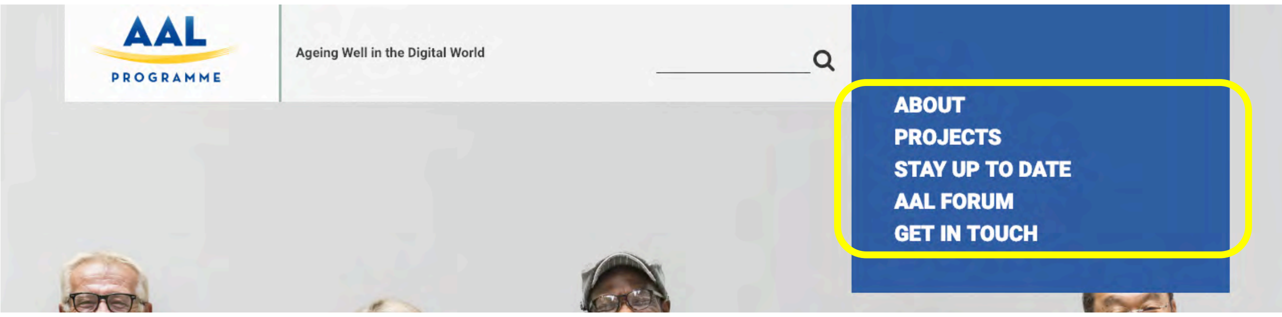


Figure 10 - AAL homepage menu

On the top of the homepage Figure 8 - EIP/AHA homepage menu, are available the following pages:

- *About,* (who AAL is, what AAL does, how AAL does)
- *Projects*, (discover open calls, previous call, success stories, how to apply, support to projects)
- *Stay up to date,* (events, press, newsletter)
- *AAL Forum,* (it is an annual event that brings together a community of leading industry players, investors, health and care service providers, regional authorities and groups representing older people)
- *Get in touch* (Contacts)

By scrolling the home page, the UI provides a carousel with the following options:

- Calls for proposal, it provides a list with all the calls, clustered by year.
- Active Assisted Living Programme, it provides info about how to apply, project framework, eligibility criteria, application process, proposal structure, payments.

By proceeding to scroll, the UI provides the following links to get further information Figure 11 - AAL activities

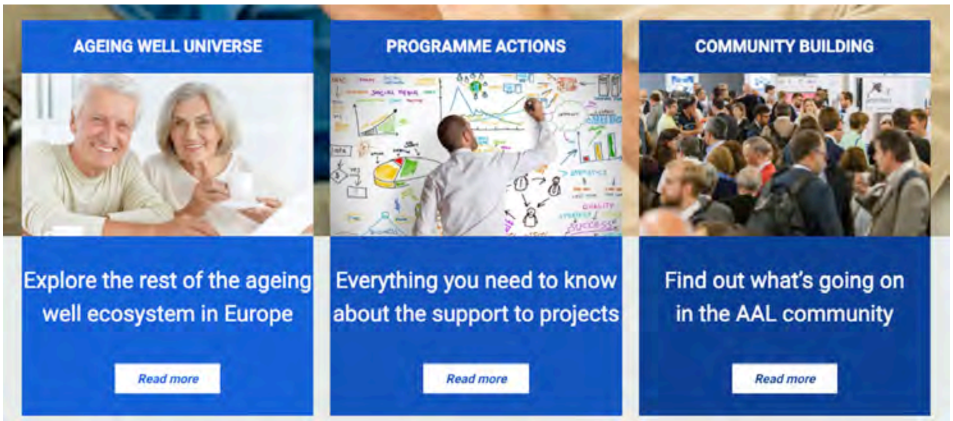


Figure 11 - AAL activities

Ageing well universe

This section provides general info about business, users and research related to the ageing universe.

Programme actions

This section provides info about how to get involved: projects, how to apply for funding, going to market, resources for project coordinators, market observatory, smart ageing prize.

Community building

This section provides access to the AAL Forum, News and social media contacts

At the bottom of the page are shown:

- Newsletter
- Latest news
- Contacts

Get Involved

AAL offers 3 ways to get involved in active aging

1) Apply for funding

In this section are contained the following sub-categories:

- How to apply for funding
- Project Framework

How to apply for funding (Link), where the user can submit his own project proposal.

Project Framework, that basically explains the needed requirements to proceed:

It must have a time-to-market perspective of a maximum of two to three years after the end of the project

Have a total project budget of €1 – 7 million

The maximum funding you can receive from the AAL Programme is €3 million

Produce a realistic trial set-up at the end of the project

Have proactive end-user involvement throughout the life of the project

Have defined market segment(s) use cases and target group(s) and address the wishes and need of these specific group(s)

Apply to the Call 2019, that basically provides some hints about the type of topic and countries that will be participating in the funding scheme.

Eligibility Criteria, it provides the main parameters (for each country) to submit a proposal through AAL electronic submission.

Application Process, it provides all the info to know in order to proceed with a proposal.

Your Proposal, it provides info about how is structured a proposal, that basically consists into two parts:

administrative info, like who is participating, contacts, abstract and budgetary info

project idea, like contents about implementation and exploitation.

Payments: the granted subsidy for project partners consists partially of national funds and European funds. The AAL Association will pay the European co-funding on request by the national funding authorities who forward the amounts to the project partners that are administered. The AAL Association does not transfer any funds directly to accounts of project partners.

2) Going to the market

This section is dedicated to offer services (AAL2Business) that help to develop a business strategy and attract investments with an AAL project.

It provides a link to download a guideline for pitching

It provides the following services:

- Business coaching and mentoring
- Seminars and webinars
- Entrepreneurship and access to finance (for advanced AAL projects)

The user can apply to a service by clicking “apply now” and filling the forms.

This section provides also some tools, like:

- Business modelling and value proposition
- Business model canvas (explained)
- Value proposition canvas (explained)
- Business model development toolkit for AAL projects
- “Strategyzer” (free online course and business model and value proposition)

Tools for access to finance

European funding instruments and commercialization initiative

National funding and initiatives

3) The AAL Forum

This section allows to get register for the scheduled annual meeting.

Strengths

The website architecture seems linear and easy to understand.

Handy tools

- AAL2Business tools: business model canvas, value proposition, pitch.
- “Strategyzer” – [online courses, webinar, seminar]
- European funding instruments and commercialization initiative

ENoLL - European Network of Living Lab
Link: https://enoll.org/

Head office: Brussels

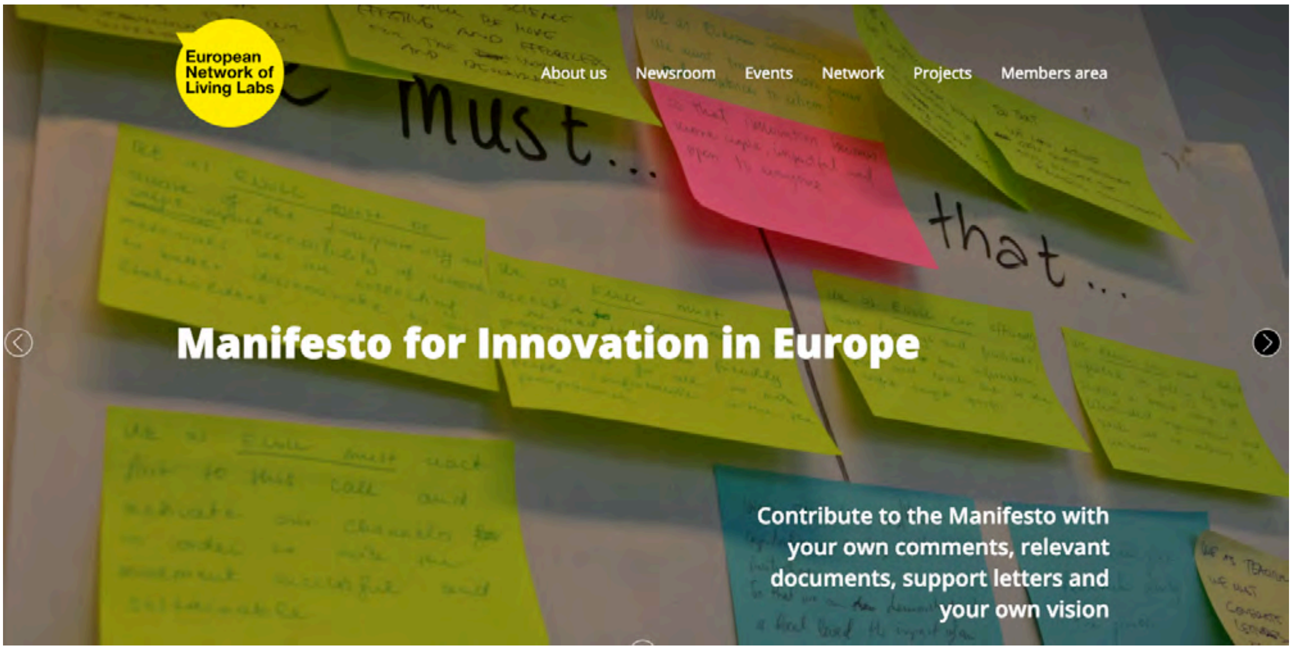


Figure 12 - ENoLL homepage

Description

It is the international federation of benchmarked Living Labs in Europe and worldwide; an ecosystem that operates as intermediaries for citizens, research organization, companied, cities and regions for joint value co-creation, rapid prototyping or validation to scale up innovation and business.

ENoLL counts today over 130 active living labs members worldwide, including active members in 20 of the 28 EU Member States, 2 of the candidates and it is present in 5 continents in addition to Europe.

Value proposition

Join the citizen driven co-creation network empowering everyone to innovate

Offering

- Integrating research and innovation processes
- Foster collaborative innovation (multi-stakeholder)
- Active user involvement

Topics / Framework

- Health & Wellbeing
- Smart Cities & Region
- Social Innovation
- Culture & Creativity
- Energy
- Education
- Mobility
- Social Inclusion
- Government

Focusing to the Health sector

Active participation in Ambient and Assistive Living Programmes,

Working on Innovative, socio-technical systems and design solutions for health and wellbeing,

Pilot and interaction driven new Active and Healthy Aging products and services,

User driven innovation and evidence-based research in the AHA domain,

Collaborations with nursing homes, daily care centres, elderly homes and

Active user validation of wearables on the health domain

Audience

- Public and private organizations across the world (not limited to EU)
- Companies
- Universities
- Research departments
- Regional authorities
- Government organizations

Selection Criteria

To become a member:

- Be a legal entity
- No geographical limit
- Prove the capacity to operate as a living lab and/or act as an innovation service provider through the living lab methodology and/or develop its operations towards living labs. All proposals are assessed by a panel of experts selected from within the ENoLL community in a peer-led review process.

UI elements

Homepage

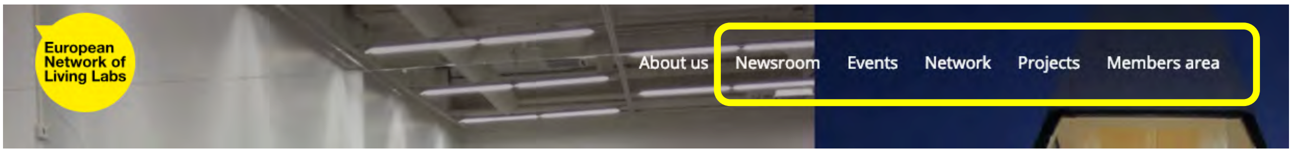


Figure 13 - ENoLL homepage menu

On the top of the homepage Figure 13 - ENoLL homepage menu, are available the following links:

- Newsroom
- Events
- Network
- Project
- Member area

Newsroom

This section provides all the news and general info like:

- Deadline to submit a project
- Welcoming to newest addition to ENoLL team
- Vacancy positions
- ENoLL Publications
- Press area
- Most recent publications
- Living Lab methodologies
- Research Papers
- Call for membership (Wave)
- Newsletter

Events

This section provides all the upcoming events, a carousel-calendar allows to browse the events along the timeline.

Network Figure 14 - ENoLL Network

This section allows to browse all the members involved according to:

- geographic position
- type of membership
- Topic / Framework

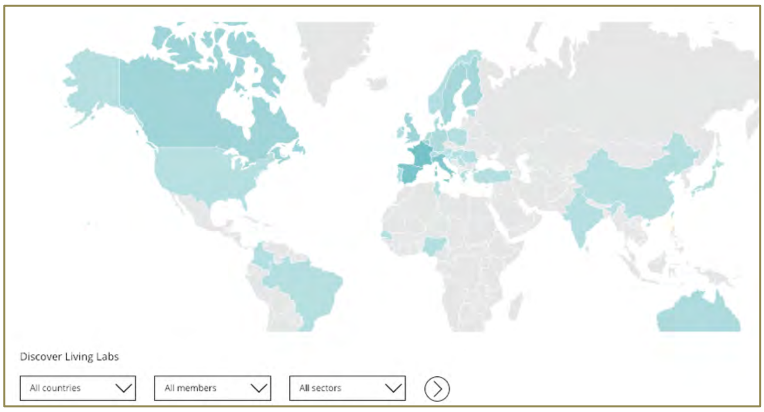


Figure 14 - ENoLL Network

Projects

This section provides all the current active project and related topic / framework. The user can get access to the general information and dedicated website.

Get Involved

ENoLL is both an open community and a legal non-profit association.

If the audience has interest in user-driven open innovation, it may consider to join:

- As member to Living Lab
- Get partner with Living Lab
- Interest in developing Living Lab projects

__Join as member to Living Lab__

To become part of an international community of Living Labs that cooperate on research tracks, projects, acquisition and more. You can meet and talk to organisations from all over

Europe and beyond, and the network is there to ease the process of knowing each other and collaboration through communications, events, Expert Groups, etc.

There are three different memberships with ENoLL:

- Adherent member (€500 annual fee)
- Effective member (€5.000 annual fee)

Every year ENoLL launched a call for membership known as a "wave."

Adherent member

They are organisations that represent a Living Lab, which was duly selected according to the ENoLL selection process (also called a 'Wave'). During this selection process, adherent member applicants provide ENoLL with a motivated application as a Living Lab. If the organisation meets the criteria set by the ENoLL association, adherent membership is granted to the applying organisation.

These members are included in the ENoLL communication channels and have the right to be present and participate in the ENoLL activities. These activities – only open to ENoLL members are:

General Assembly twice a year

Working Groups

Thematic Groups

Effective members

Only approved Living Labs can become effective members. They do so by paying the annual fee and gain the following rights.

Full rights to act, represent and vote at ENoLL aisbl

They can submit candidatures for the ENoLL elected bodies:

- Council: Chair, Vice-Chairs, Treasurer, Secretariat

Platform for Innovation of Procurement and Procurement of Innovation
European Commission | Horizon 2020 European Union funding for Research & Innovation

- Chairs for Working Groups
- Chairs Thematic Groups

The General Assembly has all powers allowing the realisation of the objects as well as of the activities of the association. All members: Effective, Innovation Partners and Adherent are invited to attend the Assembly.

Get partner with Living Lab

Innovation Partners

To work with and for Living Lab, by getting involved in the object and activities of the association, but who are not selected according to the ENoLL selections process. These members pay the annual membership fee. Through payment of the annual membership fee they get access to the ENoLL member activities, but no voting rights in the General Assembly. They also get full rights to act and represent ENoLL aisbl. They can submit candidatures for the ENoLL elected bodies (and have voting rights if elected):

- Council: Chair, Vice-Chairs, Treasurer, Secretariat
- Chairs for Working Groups
- Chairs Thematic Groups

Interest in developing Living Lab projects

To join to a learning programme with an annual fee to get access to the learning material. There are two types of learning programmes:

- Learning Lab consultancy – training day
- Learning Lab consultancy – mentoring

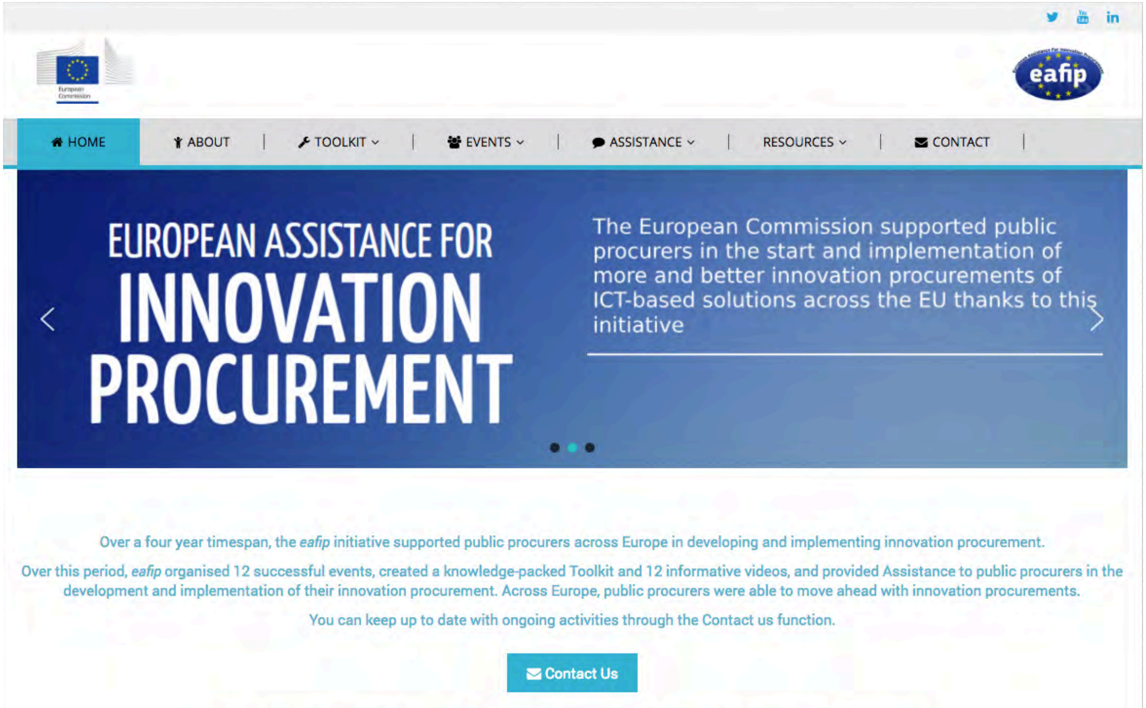
Strengths

ENoLL places the citizen at the centre of innovation (volunteer research participants)

Handy tools

- Network [to browse members]
- Living Lab Methodologies

EAFIP - European Assistance for Innovation Procurement



Link: http://eafip.eu/

Head office: Brussels

Figure 15 - EAFIP homepage

Description

The EAFIP initiative focuses on promotion of the benefits and best practices of innovation procurement, as well as training and assistance to public procurers with a concrete interest in implementing innovation procurements of ICT based solutions across EU.

The eafip initiative supported 12 public procurers from across the EU to develop their innovation procurement (a PCP or PPI) by providing assistance (including legal assistance) in the start-up and implementation of the innovation procurement.

Value proposition

There is not an attractive and clear value proposition in the website. But it is extracted from the introduction paragraph that the value proposition of the initiative is “support to public procurers across Europe in developing and implementing innovation procurement”.

Offering

Identification and establishment of contacts with key public procurers of ICT based solutions across Europe and different sectors of public interest, gathering information about their needs for innovative solutions and awakening their interest in undertaking innovation procurement link.

A Toolkit to assist policy makers, public procurers and legal services on how to support, design and implement PCP and PPI procurement procedures link.

Provision of assistance to selected procurers in the design and implementation of a PCP or PPI procurement link.

Organisation of three major EU-wide events to raise awareness about PCP and PPI initiatives across Europe and to discuss new ideas and initiatives for EU-wide cooperation on PCP and PPI link.

Organisation of nine workshops across Europe specifically targeted at providing procurers with access to good practice approaches and hands-on support link.

Topics / Framework

- Construction, housing and community amenities
- Health and social protection
- Education, recreation, culture and religion
- Environment
- General public / services – public administration – economic and financial affairs
- Public order, safety and defence
- Exploration, extraction, production, transport and distribution of energy such as electricity, gas, heat, oil, coal, other solid fuels
- Transport services such as railway, urban railway, tramway, trolleybus, bus services, airport and port related activities
- Water
- Postal services

Audience

- Policy makers
- Procurers
- Legal departments of procurers

Selection Criteria

All public procurers from EU member states were eligible to apply for assistance.

The public procurers to receive this assistance were chosen through a transparent selection procedure against the following four criteria:

Concrete interest / commitment in starting a PCP/PPI project and maturity of the business case (business case means the business case for the public procurer, i.e. the cost/benefit analysis that justifies the procurer's investment in the innovation procurement)

Potential impact of the PCP/PPI procurement

Geographical balance of the cases to be assisted across the EU member states (
Lack of experience and existence of prior cases in the implementation of PCP/PPI under the legal system of the country in question.

UI elements

On the top of the homepage, following pages are accessible:

- About
- Toolkit

- Events
- Webinars
- Workshops
- Assistance
- Resources
- Contact

User encounter the following elements on HOME Page:

- Carousel displaying three elements:
- Clarification of three different modules addressing to different stakeholders (policy makers, public procurers, legal services),
- Short description of the initiative,
- 12 EAFIP showcase videos of public procurer or suppliers who successfully developed and implemented innovation procurement.
- EAFIP showcase videos
- Latest Tweets
- “Contact us” button (which does not work, since the EAFIP initiative was already closed)
- Innovation Procurement Toolkit

- Introduction to “Major Events, workshops and webinars”
- Introduction to “Assistance to interested procurers”
- Introduction to “Social media buttons of Linkedin, Twitter and Youtube”

Get Involved

Get the Toolkits

Through the Toolkit tab, the users can get access to the needed module among three modules.

Module 1: A strategic module addressed to policy makers, providing economic and case evidence about the impacts and benefits of PCP and PPI, together with concrete guidance on how to embed PCP and PPI into innovation strategies.

The users can download Module 1 in pdf by filling in the form consisting of name, email and type of organization they are working then following the download link.

- Index
- Section 1: Introduction
- Section 2: What is innovation procurement
- Section 3: Why is innovation procurement important?
- Section 4: Defining an innovation procurement policy
- Section 5: Linking innovation procurement policies with local/regional development and international cooperation policies

Module 2: An operational module addressed to public procurers aimed at clarifying the pre-requisites and key steps to design and implement an innovation procurement process (PCP and PPI).

- Index
- Section 1: Introduction
- Section 2: A step-by-step approach to innovation procurement
- Section 3: Joint / coordinated procurement
- Section 4: Checklists for PCP and PPI projects

Module 3: A legal / operational module addressed to legal services aimed at clarifying legal issues and provide practical 'how-to' guidelines, supported by templates.

requisites and key steps to design and implement an innovation procurement process (PCP and PPI).

- Index
- Section 1: Introduction
- Section 2: A step-by-step approach to innovation procurement
- Section 3: Joint procurement
- Section 4: Templates and annexes – PCP procurement documents

Participate in events, workshops and webinars

Through the events tab, user can reach to

- Major events (such as conferences)
- Webinars
- Workshops

Assistance to interested procurers

The assistance provided through eafip consisted of support by innovation procurement experts in the preparation and implementation of a PCP or PCP procurement. For this purpose, the eafip initiative established an international network which consisted of procurement experts in each EU member state. The eafip network of lawyers brought together some of the most renowned innovation procurement professionals in Europe to fulfil the eafip objectives. In addition, the eafip was supported by partners and experts in other fields.

- Procurement projects assisted through eafip
- Details of the public procurers which received eafip assistance

Eligibility and scope

Who can benefit from Assistance under the eafip initiative? (Selection Criteria)

What did Assistance under the eafip initiative comprise?

Eafip provided local assistance to selected public procurers in the preparation and implementation of a PCP or PPI procurement, covering:

Scoping an identified procurement need that can be tackled with innovative solutions

Preparing and conducting an EU wide published open market consultation

Drafting tendering documents

Launching an EU wide published call for tender

Answering questions from potential tenderers at any time during the process

Signature of contracts with selected vendor(s), taking into account the relevant provisions under European and national legislation governing public procurement.

(The exact form and content of the assistance to be provided to the selected procurers was determined on a case-by-case basis, in coordination with the European Commission services. Assistance included one-to-one meetings, support by email, hands-on guidance and individual support (including legal support) to prepare and implement a PCP or a PPI procurement. The assistance provided within the eafip initiative did not consist of financial support for activities carried out by the procurer. Each project selected for assistance benefited from a limited number of man-days assistance that were provided free of charge to the procurer by eafip and that were evaluated on a case-by-case basis. Local assistance was provided in the local language of the procurer through the eafip network of experts established across all the EU Member States under the coordination of Corvers. The network of legal experts consisted of members located across all the EU Member States.)

Strengths

- Series of videos of public procurer and suppliers' cases that received Assistance from eafip.
- FAQ section on the page of toolkits has explanations for people with various levels of understandings on the subject.

Opportunities

State your value proposition in an explicit way that when users come across the home page for the first time, they get the offer of the initiative.

Handy tools

- PCP / PPI guidance
- Expert assistance
- Webinars

EPP - European Procurers Platform – eHealth
Link: http://innovationithospitals.com

Head office: Madrid

Figure 16 - EPP homepage

Description

The EPP-eHealth project is a coordination and support action aimed at highlighting the importance of a more pro-innovation approach to procurement that is based on pooling the demand of eHealth solutions and encouraging potential suppliers to offer eHealth novel solutions to address healthcare challenges rather than the lowest price for old solution. It also aims to promote the benefits of and best practices in innovation procurement across Europe to encourage public procurement innovative eHealth solutions.

Value proposition

Support on a more pro-innovation approach to procurement that is based on pooling the demand of eHealth solutions and encouraging potential suppliers to offer eHealth novel solutions to address healthcare challenges rather than the lowest price for old solution.

Offering

- Identification and establishment of a network of eHealth procurement organisations across Europe within the eHealth sector, gathering information about their needs for innovative solutions and awakening their interest in undertaking innovation procurement.
- Identification of supply-side needs by the healthcare institutions involved in the EPP-eHealth project under six priority areas.
- Preparation of a PPI strategy for eHealth in consultation with customer and supply side stakeholders to identify the demand-side measures that are needed to enable the healthcare sector to accelerate the development and adoption of 'market-ready' eHealth solutions. It addresses short- to long-term needs in the healthcare sector, summarizing the lessons learnt by the project.
- Informing eHealth procurers in the design and implementation of a PCP or PPI procurement strategy.
- Organisation of 4 workshops specifically targeted at raising awareness about PCP and PPI initiatives across Europe and to discuss new ideas and initiatives for EU-wide cooperation, as well as at providing procurers with access to good practice approaches on PCP and PPI.

Topics / Framework

- Healthcare

Audience

- Procurers
- Suppliers

Selection Criteria

Any European public or private eHealth related organisation can join the EPP-eHealth network.

There are no obligations or duties expected from EPP-eHEALTH participants. However, they hope that participants will regularly be involved in the network. This includes sharing unmet needs, relevant materials and case studies, as well as reporting relevant initiatives and sectoral events.

UI elements

On top of the homepage, following pages are accessible:

- About Epp
- Overview
- Project
- Partners
- Why Join
- Validate jsun: Validate the EPP-eHealth Joint Statement of Unmet Needs
- Share needs: Share eHealth unmet needs with other healthcare organisations across Europe and find partners to implement your strategic procurement plans
- Get together: Pool the demand for eHealth solutions and contribute to boost the actual European eHealth market
- Work together: Transform unmet needs into eHealth products/services through

financed projects: EC, national funds, etc., either individually or as a consortium. Identify cooperation opportunities to share risks and economic benefits

- Build relationships: Create strong links with other healthcare public administrations, share experiences and plans with other procurement professionals, publicise success and search for common opportunities.
- Inform suppliers about opportunities: Communicate suppliers about market opportunities based on the genuine identified unmet needs.
- Receive expert advice: Access to individual advice and support with ongoing and upcoming PPI projects
- Keep up-to-date: Be informed about the latest policy developments, as well as opportunities to engage in dialogue at European level. Access to materials, policies, ongoing initiatives related to PPI
- How to join?

  Any public or private eHealth related organisation can join the EPP-eHealth network simply by completing the application form or emailing to them.
- Share your need
- Network

Activities

- New and Events
- Interest Groups and Links
- Opportunities
- For Procurers
- Funding Opportunities
- Unmet Needs Proposals
- Find Partners
- For Suppliers
- Upcoming Opportunities

- Matchmaking Tool
- Resource Centre
- Workshop Materials
- Stakeholder Workshop
- Webinars
- Stakeholder Workshop Videos (not available anymore)

On homepage, there are also:

- Latest news
- Workshops
- International Conference on Integrated Care
- EAFIP Workshop for Public Procurers in General Administration
- Latest tweets

Get Involved

To Join the Network:

Complete the application form or email them through the platform from homepage

Sign-up for Updates:

Leave email through the platform from homepage

FOR PROCURERS

Funding Opportunities:

- Coordination and Support Actions
- PCP and PPI co-fund actions

Unmet Needs Proposals:

List of unmet needs received from EPP-eHealth network Participants.

http://innovationithospitals.com/unmetNeedsProposals.html

Find Partners:

A table of existing partners with info of their name, organization type, focus area, country, etc. http://innovationithospitals.com/findPartners.html

FOR SUPPLIERS:

Upcoming Tenders : A table of Healthcare PCP/ PPI funded projects with project status, scope, phases, timings and deadlines.

http://innovationithospitals.com/upcomingOpportunities.html

Matchmaking Tool:

Support finding partners for a joint proposal / bid, by completing and submitting the form, people get granting EPP-eHealth the right to share the information publicly.

Access to the list of companies that are currently interested in finding partners to create consortia and participate in innovation procurement projects.

Strengths

Any public or private eHealth related organisation can join the EPP-eHealth network.

Preparation of a PPI strategy

Flexibility to share any unmet need proposal through the platform (http://innovationithospitals.com/shareYourNeed.html)

Easy and clear steps guiding user to join and subscribe through the platform

Specific tabs for suppliers and procurers

(Activities > Opportunities > For Procurers > ...)

(Activities > Opportunities > For Suppliers > ...)

Handy tools

Matchmaking tool: Allows access to the list of companies that are currently interested in finding partners to create consortia and participate in innovation procurement projects.

INSPIRE - International Network Supporting Procurement of Innovation via Resources and Education
Link: http://inspirecampus.eu

Head office**:** Helsinki

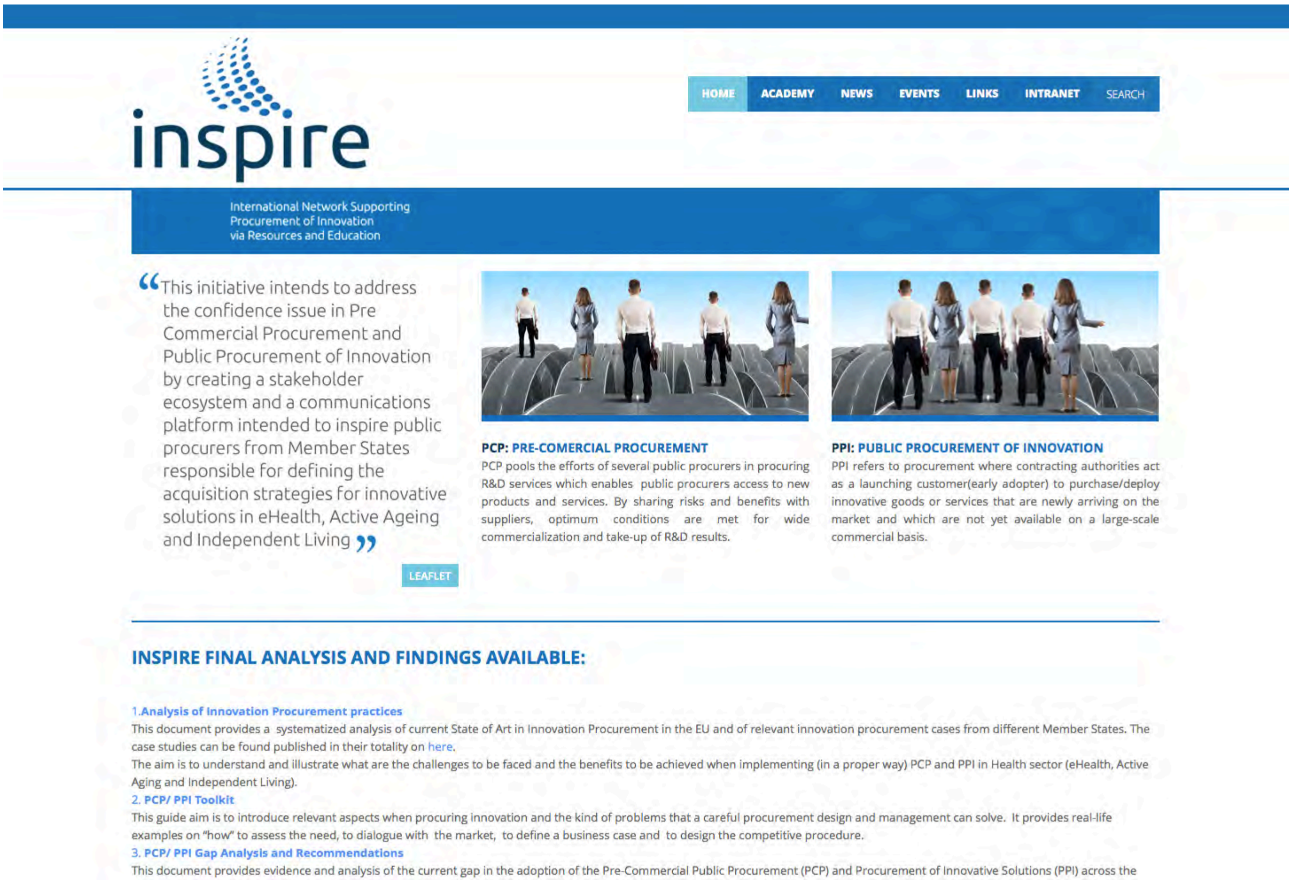


Figure 17 - INSPIRE homepage

Description

Inspire initiative intends to address the confidence issue in Pre-Commercial Procurement and Public Procurement of Innovation by creating a stakeholder ecosystem and a communications platform intended to inspire public procurers from Member States responsible for defining the acquisition strategies for innovative solutions in eHealth, Active Ageing and Independent Living.

The INSPIRE project presents an outstanding effort to create practical impact on the use of the Pre-Commercial procurement (PCP) instrument and to strengthen forward looking procurement strategies in the domains of eHealth Active Ageing and Independent Living.

INSPIRE online materials and face-to-face regional workshops are ways and means to facilitate collaboration and sharing of ideas for those with prospective procurement strategies and on-going or planned European PCP/PPI projects.

Value proposition

Address the confidence issue in Pre-Commercial Procurement and Public Procurement of Innovation by creating a stakeholder ecosystem and a communications platform intended to inspire public procurers from Member States.

Offering

It creates a sector-specific network of Contracting Authorities to foster demand for innovation. Focus here is on sharing and disseminating evidence on innovation procurement practices from European projects.

Facilitate the introduction of new technologies and ICT-based services in the healthcare delivery system, through evidence-based service – and business model thinking.

Link innovation procurement and venture capital activities. R&D&I activities often face difficulties in attracting sufficient external finance in an adequate timeframe especially in the prototype and commercialization phase. Linking PCP with Venture Capital can provide the missing boost to complete the Innovation chain in a manner which secures also the Business case.

Topics / Framework

- eHealth
- Active Ageing
- Independent Living

Audience

- Public procurers

Selection Criteria

- Practitioners interested to undertake PCP and PPI actions
- Organizations in the EU

UI elements

- Description of the initiative
- Descriptions of PCP and PPI
- Links to the available documents concerning final analysis and findings of Inspire
- News
- Events
- Area in which users can demand contacting with a PCP/PI expert? And ask any specific question.

On top of the homepage, following pages are accessible:

- Academy
- Overview
- PCP/PPI: What And Why
- Case Studies
- Why Use Pcp/Ppi Procedure
- Why Invest
- Phases
- Needs Assessment
- Open Technical Dialogue
- Business Case Modelling
- PCP Tender Document

- Commercial Procurement
- Library
- News
- Events
- Links
- Intranet
- Search

Get Involved

Access to documents in the following areas "Analysis of Innovation Procurement practices". The document provides a systematized analysis of current State of Art in Innovation Procurement in the EU and of relevant innovation procurement cases from different Member States. The aim is to understand and illustrate what are the challenges to be faced and the benefits to be achieved when implementing (in a proper way) PCP and PPI in Health sector (eHealth, Active Aging and Independent Living).

PCP/ PPI Toolkit

The guide aim is to introduce relevant aspects when procuring innovation and the kind of problems that a careful procurement design and management can solve. It provides real-life examples on "how" to assess the need, to dialogue with the market, to define a business case and to design the competitive procedure.

PCP/ PPI Gap Analysis and Recommendations

The document provides evidence and analysis of the current gap in the adoption of the Pre-Commercial Public Procurement (PCP) and Procurement of Innovative Solutions (PPI) across the INSPIRE partner countries and European healthcare service systems. These findings have been validated and discussed via workshop sessions held in Helsinki, Vienna, Barcelona and London. A number of recommendations are made in this document to enforce the procurer's and innovation policy makers' awareness in the PCP & PPI and stimulate actions at different level of governance.

The INSPIRE observations indicate that public authorities may not be yet prepared to set up a PCP&PPI strategy, either because they are not fully aware of its rationale or because they lack proper roles, mandates, skills, resources and metrics to implement it.

The Business case modelling

This document is intended to indicate the key questions which Public Procurers and their organisations will need to be able to answer in order to establish whether they should or should not conduct the future-focused procurement methodology known as Pre-Commercial Procurement (PCP). It explains why the selected questions are important and provide some guidance as to how answers to the questions can be found.

The Investor engagement in PCP

This document provides an analysis of the current levels of awareness and interest by investors of the Pre-Commercial Procurement (PCP) initiatives across the EU healthcare Research and Development markets. It also offers recommendations on how to develop this interest and activities further.

One engagement model is to focus solely on EU- funded PCP's, on the basis that they will be well funded collaborative projects shared between multiple government agencies from many EU member states. This implies that the need is common and the marketplace large, both of which are encouraging indicators from an investment viewpoint.

A pro-active approach is to monitor planned EU PCP Calls and speak to the appropriate EU Directorate to express interest. Some Investors involved with the current DECIPHER PCP1 have adopted the approach of waiting until project establishment and then becoming actively involved alongside the Project Board to assist with adjudication of the bid responses. This not only gives knowledge of who the supply-side organisations might be but also provides insight into whether their solutions are potential investment candidates.

In essence there are 3 main points of entry:

- The EU Directorate which is funding the Call (for an EU-wide project)

- The Project Office (usually a government department or their agents) which is co-ordinating the PCP project

- The companies participating in the PCP project and proposing solutions

Strengths

Very practical documents, tools:

Toolkit (e.g., http://inspirecampus.eu/wp-content/uploads/2014/02/INSPIRE-D2.4-TOOLKIT_FINAL24092015_PUBLISHED.pdf

Handy tools

Business Case Template

http://inspirecampus.eu/wp-content/uploads/2014/02/Business-Case-Template.pdf

eHealth Hub: Integrated Support for eHealth SME's and stakeholders
Link: https://www.ehealth-hub.eu

Head office: Rome, Italy

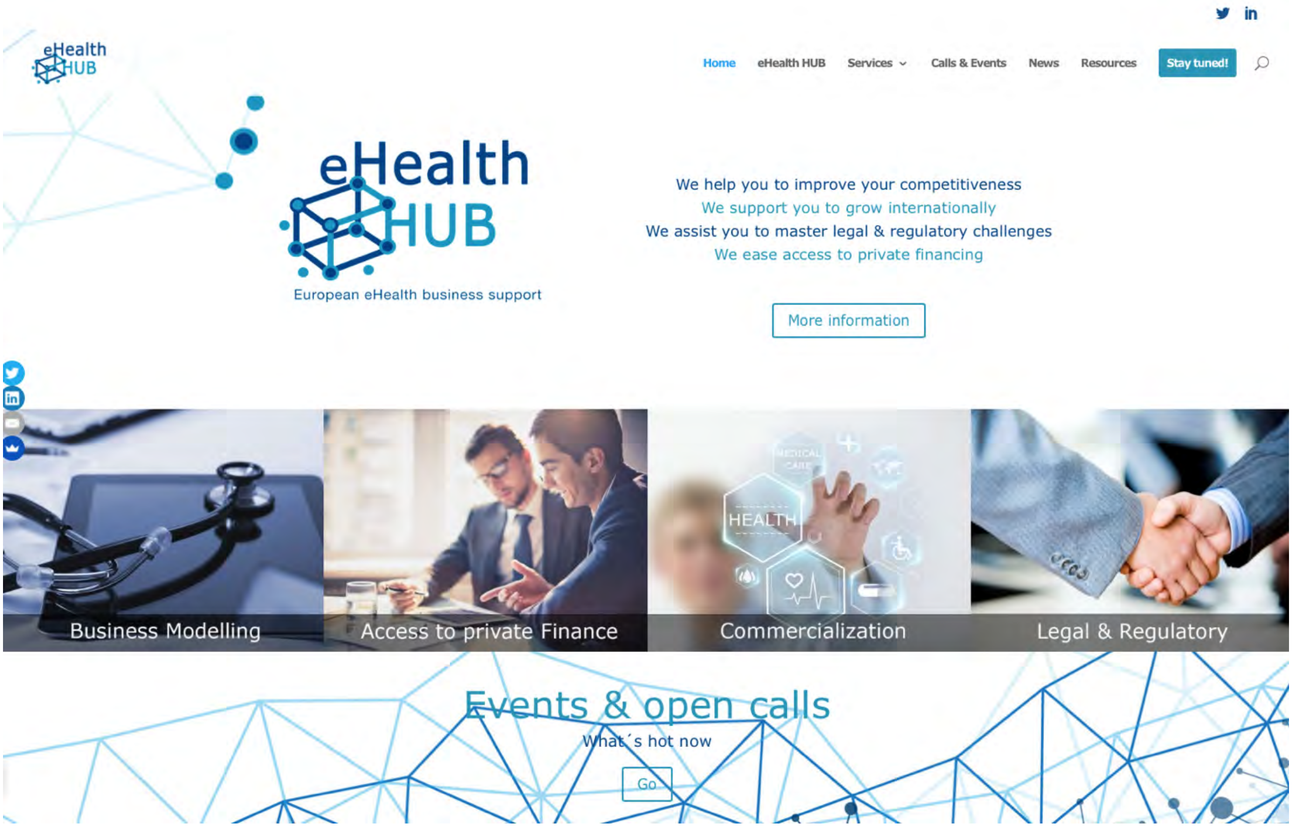


Figure 18 - eHealth Hub homepage

Description

The new eHealth Hub project aims to support European eHealth SMEs with targeted, business-oriented services and guidance.

Value proposition

"We help you to improve your competitiveness, support you to grow internationally, assist you to master legal & regulatory challenges and ease access to private financing."

Offering

- Long-term support to the digital health ecosystem stakeholders and address key challenges European SMEs have been facing:
- Business models
- Securing investments
- Accelerating commercialization
- Guidance on legal and regulatory
- Developing partnerships with healthcare organizations, major networks, investors and other stakeholders

Topics / Framework

- Healthcare

Audience

- SMEs
- European and international e-health networks
- Healthcare provider organizations
- Investors
- Insurers
- Pharma groups
- Medtech groups

Selection Criteria

For Business Model Clinic (One-on-one support)

The Business Model Clinic service targets early-stage start-ups and SMEs within the eHealth sector, who need a little help with an important question: how am I going to make money? Teams eligible to participate need to be headquartered in Europe, with an existing solution to build their business model around. Only the most promising proposals and committed teams will be chosen.

Companies should be able to fill in a LEAN Canvas for business modelling and clearly present current internal and external partners of the project.

For Business Model Training: Lean start up academy

The Lean Start-up Academy service targets early-stage start-ups and SMEs within the eHealth sector. Teams eligible to participate need to be headquartered in Europe, with an existing solution to build their business model around. Only the most promising proposals will be chosen. Applications will be evaluated based on: Innovation & competitive status; Market & customers; Team & network; Technology; Resources and costs; Future of the company; Needs and motivation; Financing.

For Investment Readiness Training and Pitch

The Investment Readiness service targets European early-stage start-ups and SMEs within the eHealth sector which are looking to connect with investors now or in the near future. The participating teams need to demonstrate the ability to present a relevant solution to build the Investment Readiness training around. Only the most promising proposals will be chosen to participate in the service. The applications will be evaluated based on the following aspects: Solution clearly indicating a business opportunity; Already showing traction; Willingness to participate in a live event to meet other SMEs, mentors and investors.

For eHealthHub Platform: -Solution Match

Solution Match is designed for healthcare providers interested in implementing a digital health solution within their organizations and ready to engage in serious discussions with digital health SMEs offering relevant solutions. Healthcare providers are broadly defined as public and private hospitals, clinics, primary and specialty care providers, nursing homes, care coordination networks, HMOs, pharmacy groups, etc. Although designed primarily for providers of healthcare services, Solution Match is also proposed to payers (public and private insurers), pharma and medical device companies.

Starting with the needs of the demand-side stakeholders, Solution Match will also benefit European eHealth SMEs (headquarters or main offices located in Europe) with a functioning solution, closely matching our clients' needs and requirements, and ready for large scale implementations. Participating SMEs need to be willing to travel and present their solutions at live events, either at the client premises or at a major European digital health conference.

For eHealth Roadshow

eHealth Roadshow is primarily addressed at European eHealth SMEs. Here a few criteria for those willing to apply for the next eHealth Roadshow. The company must be a startup or a SME, counting less than 250 employees and less than EUR 50 million in annual revenues. Headquarters must be located in Europe and physical attendance to the live event in case of selection has to be granted. The invited companies will need to cover their travel and accommodation expenses. Do not forget to check eHealth Roadshow Calendar on eHealth Hub website to find out the next deadline for applying!

For Legal Support

The eHealth Hub legal network is open to all European eHealth SMEs on a first come, first served basis.

For Regulatory Guidance

The eHealth Hub Regulatory Network is designed to offer tailored services to any eHealth SME looking for regulatory and reimbursement guidance.

UI elements

Top of the page, following tabs can be reached:

- eHealth Hub
- Services
- Business Modelling
- Business Model Clinic (One-on-one support): Early-stage startups and SMEs within the eHealth sector can participate. They get advices during the three sessions of coaching

- Business Model Training: Lean startup academy
- Access to Private Finance
- Investment Readiness Training and Pitch
- eHealthHub Platform
- Commercialization
- Solution Match
- eHealth Roadshow
- Legal & Regulatory
- Legal Support
- Regulatory Guidance
- Calls and Events
- Open calls and events
- Permanent calls
- eHealth hub past events
- eHealth calendar

Resources

- Solution Match Smart Guides
- Remote Monitoring Solutions
- Nutrition Solutions
- Smoking Cessation Solutions
- Neonatal care Solutions
- eHealth Roadshow Smart Guide
- How to Effectively Pitch to Commercialize your eHealth Solution
- Legal Smart Guide
- Legal Maps
- Guidelines to frequent legal and regulatory challenges of European eHealth SMEs
- Stay Tuned

Get Involved

The project would like to hear from users through their survey to build its integrated support.

To be Updated:

Subscribe by entering personal information

Participate in the events:

Go to the events and open calls segment > Choose preference > Register

Strengths

Very engaging website

Develop partnerships with not only European but also international e-health networks

Handy tools

The map of European digital health: The eHealth Hub Platform is an online catalogue featuring different types of actors: SMEs, investors, healthcare organizations, legal and regulatory service providers, pharmaceutical companies, business supporters. By identifying the key European eHealth actors, the eHealth Hub Platform aims to enhance transparency in the sector and enable stakeholders' interaction to promote and accelerate business growth.

https://platform.ehealth-hub.eu/search

PIP - Procurement of Innovation Platform
Link: https://www.innovation-procurement.org/home/?no_cache=1

Head office: Freiburg – Germany

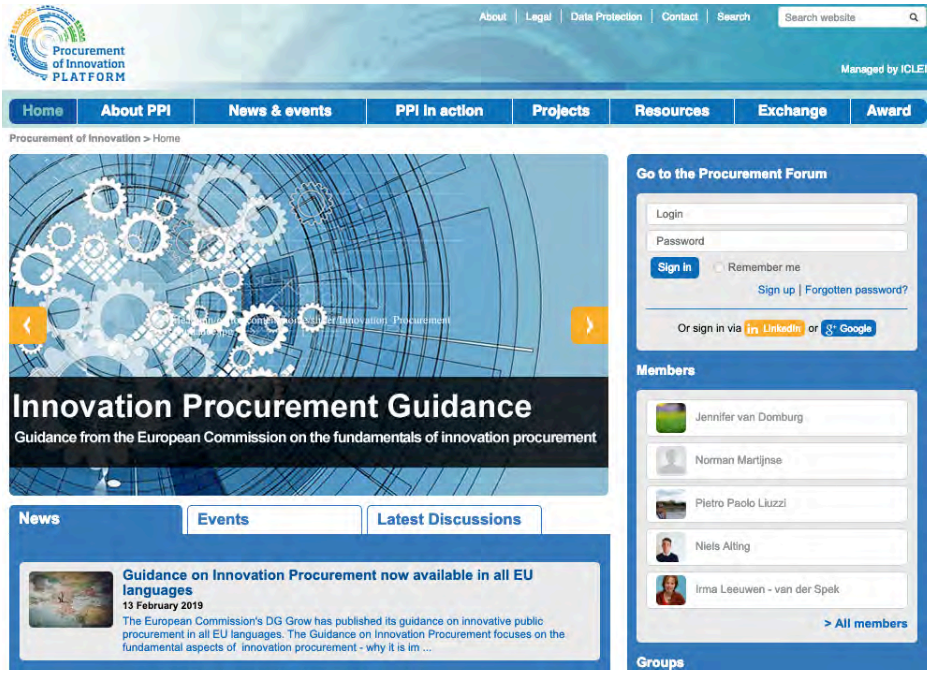


Figure 19 - PIP homepage

Description

It is a platform provided by ICLEI - Local Governments for Sustainability is the leading global network of more than 1,500 cities, towns and regions to connect with peers and tools to drive positive environmental, economic and social change. The Platform is comprised of three elements: Website, Procurement Forum, and Resource Centre.

Offering

- Guidance for PCP
- Guidance for PPI

Topics / Framework

- ICT
- Bio based products
- Construction
- Education
- Health & elderly age
- Lighting
- Transport
- Waste
- Water

Audience

- Public authorities
- Procurers
- Policy makers
- Researchers

Selection Criteria

- Supplier has a corporate social responsibility (CSR) policy, which has been communicated externally and which defines social and environmental targets. (ISO 26000)
- Supplier has a code of conduct and/or ethics.
- The company subscribes to ILO and OESO directives.

UI elements

Figure 20 - PIP homepage menu

On the top of the homepage Figure 20 - PIP homepage menu, are available the following pages:

- *Home*
- *About PPI,* to get a general overview of PPI and PCP
- *News & Events,* to get access to a general repository of news and related documents organized by publication date. (might be helpful to cluster these contents in different categories).
- *PPI in action,* to get a geographic visualization about the projects that are currently running within EU
- *Projects,* to browse projects according related topic / framework
- *Resources,* to get access to a database of tools (guidelines), good practices case studies, initiatives
- *Exchange,* to get access to the procurement forum
- *Award,* to get access to the awarded procurements

Get Involved

It is not possible to get involved into a project from the platform (call / tender). The platform only provides a link to innovation procurement projects and related latest news on PPI and PCP developments, events, as well as background information on the European legal framework and policy support.

The section "*Resource*" provides a centralised database for innovation procurement guidance, gathering useful documents in one place. Resources include national and European policy and strategy documents, tools, good practice case studies, details of projects and initiatives, as well as reports and valuable links on innovation and procurement Figure 21 - PIP Resource.
It is possible to filter the information contained according several parameters:

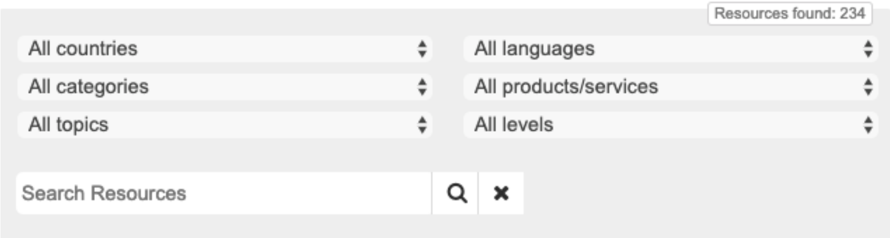


Figure 21 - PIP Resource

The section "Exchange" instead provides access to the Procurement Forum, a specially designed networking tool. It is a space for procurers and related stakeholders from around Europe to discuss, share and connect, allowing them to post comments and upload documents, images or videos. Users can also create private groups, which are ideal for developing and coordinating projects involving numerous partners.
In order to get access is needed a registration procedure.

Features:
Professional networking system, that gives users the ability to post content, discuss experiences, problems and solutions with peers and form professional connections with forum members. It is also the first port of call for stakeholders looking to find valuable project partners with which to collaborate.

Secure project management environment, where private groups can be created for in-depth or sensitive discussions, enabling project coordinators to plan and grow their project in a structured and dynamic environment.

Handy tools

Procurement forum (it supports the network building)

Consip
Link: http://www.consip.it/

Head office: Rome

Figure 22 - Consip homepage

Description

It is a joint-stock company, 100% owned by the Ministry of the Economy and Finance (Italy), which operates according to the strategic guidelines defined by the Shareholder - in the exclusive service of the Public Administration.

Value proposition

Make the use of public resources more efficient and transparent by supporting public procurements.

Offering

- Rationalization of PA purchases -Procurement tools to manage:
- Purchases, Conventions, Framework Agreements, Electronic Market, Dynamic Acquisition System, Delegated Tenders and ASP (Application Service Provider).
- Development of specific projects

- Training (workshop-online),
- Consultancy for single PA - (goods, legal, technological), on all aspects of the procurement process, from the analysis of needs, to the definition and adjudication of the tender, up to the management of the contract.

Topics / Framework

- Healthcare & Welfare
- Transport & city planning
- Energy
- Hospitality
- Furnishing
- Publishing

Audience

- PA (public administration)
- National
- Regional
- Universities / Hospitals

UI elements

Figure 23 - Consip homepage menu

The menu Figure 23 - Consip homepage menushows the following pages:

- Azienda – “Company”, explains who they are, mission, etc.
- Attività – “Activities”, explains their offering and tools to support public procurement
- Bandi di gara – “Tenders”

Get Involved

Requirements to get access: SPID, PEC, digital signature

The section “Activities”:

- Programme of rationalization of purchases
- Vertical Procurement

“Program for the rationalization of purchases in the PA”. It has its own portal: www.acquistinretepa.it

It represents the principal asset: “The role of central purchasing power and the tools available to public administrations”

This programme provides the following tools to perform the rationalization of purchases in the PA:

- Agreement
- Framework Agreements,
- Electronic Market,
- Dynamic Acquisition System,
- Delegated Tenders and ASP (Application Service Provider).

Electronic Market

This tool provides a catalogue of products where the PA can verify the offering of products and services available and perform comparisons before to proceed by purchasing them.

Dynamic Acquisition System – SDAPA,

Allows to define into the tender the inclusion criteria and award criteria for the participants. Dynamism of participation thanks to the continuous opening of the tool to suppliers that meet the selection criteria.

Other tools:

- Electronic invoicing
- Digital agenda initiatives – It defines the short / long term national strategy to promote new technologies: (SPC connection, Cloud services, ERP systems)
- Service for non-compliance verification - allows all Public Administrations to ascertain - before making payment - whether the payee is in default of the payment obligation resulting from the notification of one or more payment cards.

“Vertical Procurement “, here Consip performs the role of procurer for individual administrations on specific "tender projects" and for all administrations on initiatives to support the Italian Digital Agenda.

Consip provides consultancy for single PA - (goods, legal, technological), on all aspects of the procurement process, from the analysis of needs, to the definition and adjudication of the tender, up to the management of the contract.

- Tenders SPC (List and related links)
- Contracts SPC (pdf

The section “Bandi di gara” (Tenders), shows 3 main sub-sections:

- Tenders / News
- Dashboard tenders
- Market consultations

<u>Tenders / News </u>Figure 24 - Consip Tenders & News

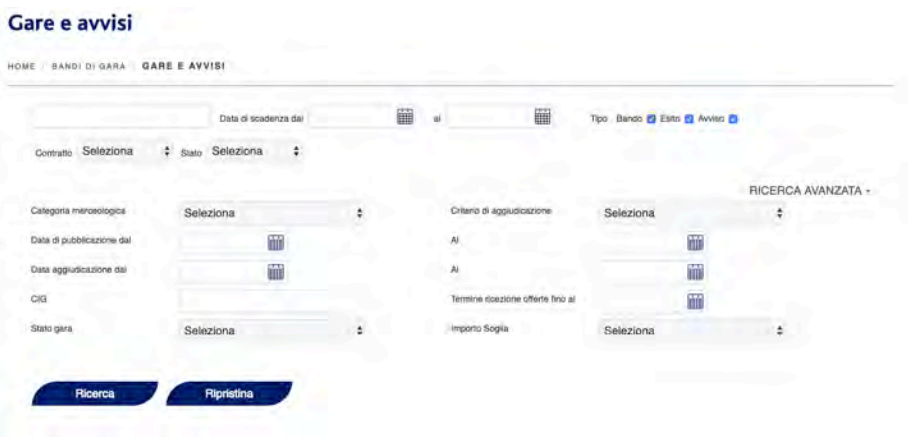


Figure 24 - Consip Tenders & News

This tool (filter) allows to browse and search tenders according several parameters.

As result, the page shows a list of tenders with the following info:

- Topic
- Deadline
- Status (expired / in progress)
- Status of tendering

  A - “Examination of the "Administrative documentation"

  B - “Evaluation of the technical offer, by the Commission"

  C - “Evaluation of the economical offer by the Commission"

By selecting one of the tenders, the page provides the following info:

- Name of the tender
- Deadline (to apply proposals, ask clarifications)
- Type of contract (supply, service, work)
- Product category
- Name of the contracting authority
- Address of the contracting authority
- Award criteria
- Total auction amount

The section allows also to download:

- Documents with digital signature
- Documents without digital signature

Dashboard tenders

It summarizes the tenders according several parameters:

- Year
- Tenders Published
- Tenders Awarded
- Number of tenders per year
- Annual tender value (amount)
- Status of tendering (A, B, C)

Market consultations

This section contains a list of application forms (pdf) intended to suppliers, where the SMEs can answer by providing all the information needed to study the tender strategy and the preparation of the related documentation.

The section "Innovation" displays 2 sub-sections:

- Study and Research
- International experience

Study and Research

In this section, Consip provides consultancy services, like economic advice or support SMEs to develop a tender strategy.

- study of innovative e-procurement solutions
- contribution to the debate on public procurement
- economic analysis of public contracts

Moreover, Consip shares its publications (Quaderni -pdf) dedicated to institutions, universities, etc. to offer its experience and theoretical framework in public procurements.

International experience

In this section, Consip provides some links about its experience into European projects.

Strengths

In 2010 Consip received ISO 9001 quality certification for "ideating, designing, developing, activating and managing initiatives for the acquisition of goods and services as a central purchasing body for the Public Administration: Conventions, the e-market, framework agreements and Dynamic acquisition systems.

Handy tools

- Whistle-blower, is a tool that allows to report abnormal behaviour or situations (e.g. corruption phenomena) ensuring the anonymity of the reporting party.
- Agreements,
- Framework Agreements,
- Electronic Market,
- Dynamic Acquisition System,
- Delegated Tenders and ASP (Application Service Provider).
- Tender / news (filter)
- Dashboard tenders
- Market consultations (doc, pdf)

Vortal
Link: http://en.vortal.biz/

Head office: Madrid

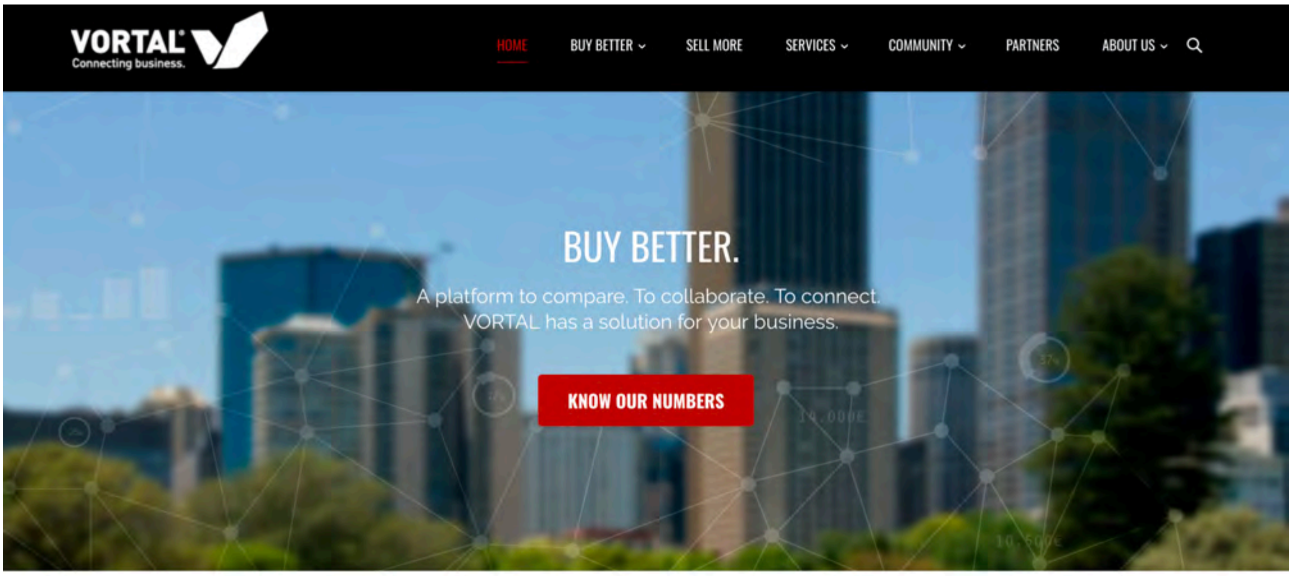


Figure 25 - Vortal homepage

Description

VORTAL is an international leading eSourcing and eProcurement platform for the public and private sector, which connects thousands of buyers with an international network of qualified suppliers.

Value proposition

Whether a public or private organization, we'll save you money.

Audience

- Buyers
- PA
- Suppliers
- SMEs
- Large industry

UI elements

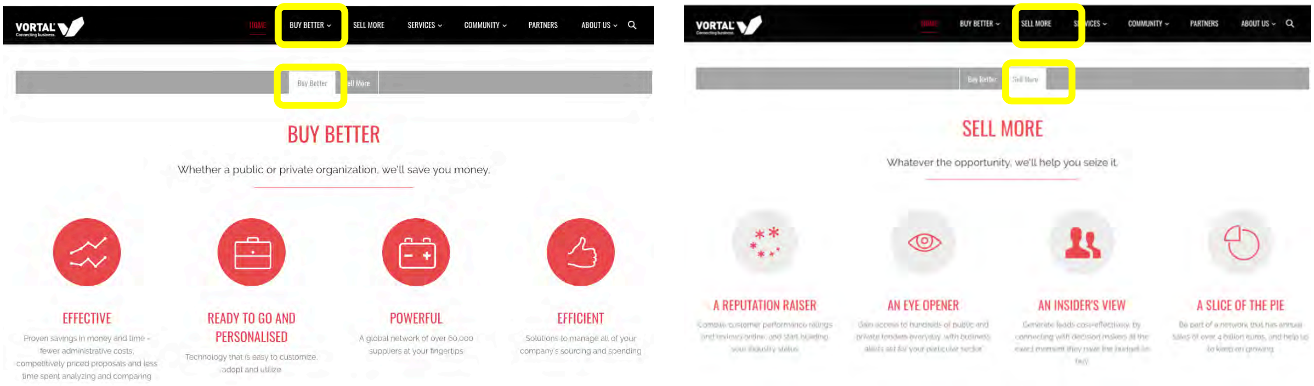


Figure 26 - Vortal Accesses

The homepage provides two different sub-section to get access Figure 26 - Vortal Accesses, according the audience of reference:

- Buyers
- Suppliers

At the bottom of the homepage the UI shows "Number that add up", a dashboard with the main statistics of projects, tenders, etc.

Get Involved

Figure 27 - Vortal homepage menu

By clicking "BUY Better" **Errore. L'origine riferimento non è stata trovata.**from menu Figure 27 - Vortal homepage menu, it shows the following sub-sections:

- Public eProcurement
- eSourcing
- eAuction
- eInvoicing

Platform for Innovation of Procurement and Procurement of Innovation
European Commission
Horizon 2020
European Union funding for Research & Innovation

- eCatalogue
- Contract Management
- Spend Analysis
- Supply Management
- Supplier Qualification

<u>Public eProcurement</u>

This section provides direct access to the dedicated platform, that shows its offering:

- Vortal e-Procurement basic suite (e-Procurement process)
- Extra Tools & Services
- Managing the community
- Caring for suppliers

<u>Vortal e-Procurement basic suite (e-Procurement process)</u> Figure 28 - Vortal process

Figure 28 - Vortal process

Extra Tools & Services Figure 29 - Vortal extra tools

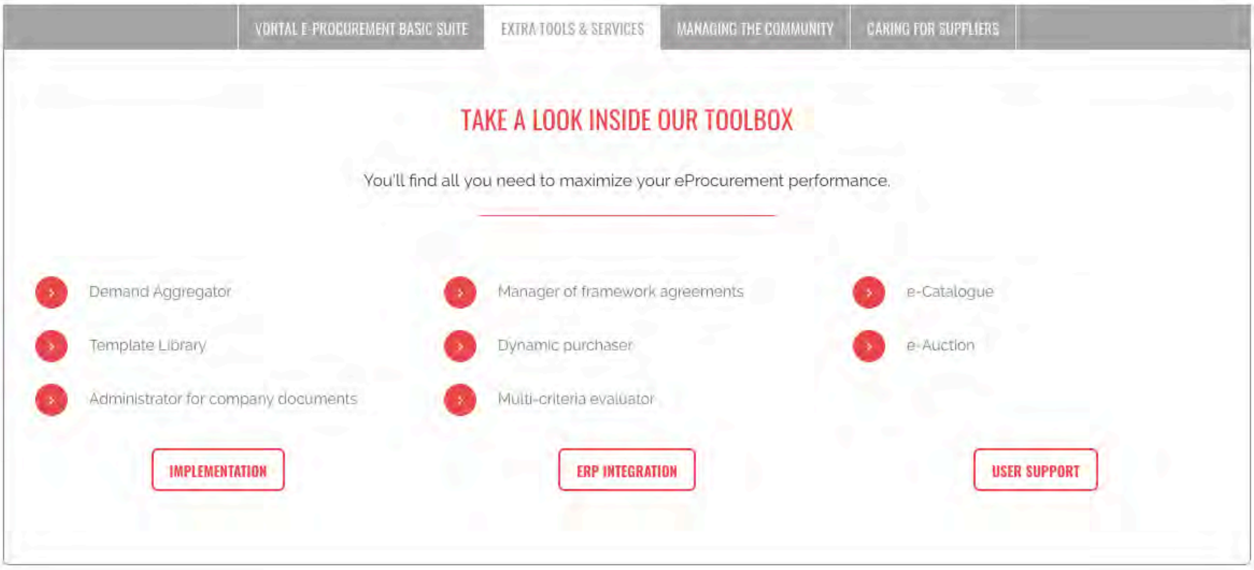


Figure 29 - Vortal extra tools

Tools for implementation – designed to indicate the steps and time necessary:

- Demand Aggregator – to show all the assets and resources as single view.
- Template Library
- Administrator for company documents

Tools for ERP integration - designed to allow complete communication between multiple systems of varying standards (including PEPPOL):

- Manager of framework agreements
- Dynamic purchaser
- Multi-criteria evaluation

Tools for User support:

- e-Catalogue (list suppliers and related products/services)
- e-Auction - Since all communication happens online, participants from all over the world are able to easily connect and bid in real time:
- Platform support: English, Spanish, French, German and Portuguese (multilingual team of specialists are on hand 24/7)

- Set starting position on pre-bids
- Extends pre-bids
- Include qualitative criteria
- There are 21 types of auction to choose
- Multiple currencies are accepted
- Each auction generates an automatic report

Other tools

- Consulting, along the procurement process
- Dashboard, provides real time access to purchasing results:
- Analyse usage (e.g. number of employees, monthly evolution, usual vs. new)
- Compare tenders and proposals (e.g. usual vs. new suppliers)
- Cross-analyse proposals against specific business objectives (e.g. quantity)
- Analyse savings made across purchases (e.g. per purchase, per category)
- Analyse the type of supplier being awarded the contract

Strengths

- Tools dedicated for both buyers and sellers
- Access – Mobile app
- Very clear personal data protection policy
- Very clear general conditions to access
- Vortal uses ESPD (European Single Procurement Document) allowing integration with other tenders
- “Numbers that add up” – it is a general VORTAL dashboard - statistics (tenders/ projects) at the bottom of the homepage

Handy tools

- ESPD - The European Single Procurement Document (ESPD) is a self-declaration form of a business' financial status, abilities and suitability for a public procurement procedure. It is used as a preliminary evidence of fulfilment of the conditions required in public procurement procedures across the EU. Thanks to the ESPD, the tenderers no longer have to provide full documentary evidence and in different forms previously used in the EU procurement, which means a significant simplification of access to cross-border tendering opportunities. From October 2018 onwards, the ESPD shall be provided exclusively in an electronic form. The ESPD plays a crucial role in the digital transformation of public procurement. It contributes to EU countries' transition to full e-procurement, significantly reduces administrative burden and simplifies access to cross-border tendering opportunities. The ESPD will act as a "business passport" for companies bidding for tenders anywhere in the EU.
- Market intelligence
- Reputation management
- Comprehensive analysis & reporting

VOLTER Public procurement:

- Process
- Actors
- Tools

IFABER
Link: https://www.i-faber.com/en/

Head office: Milan

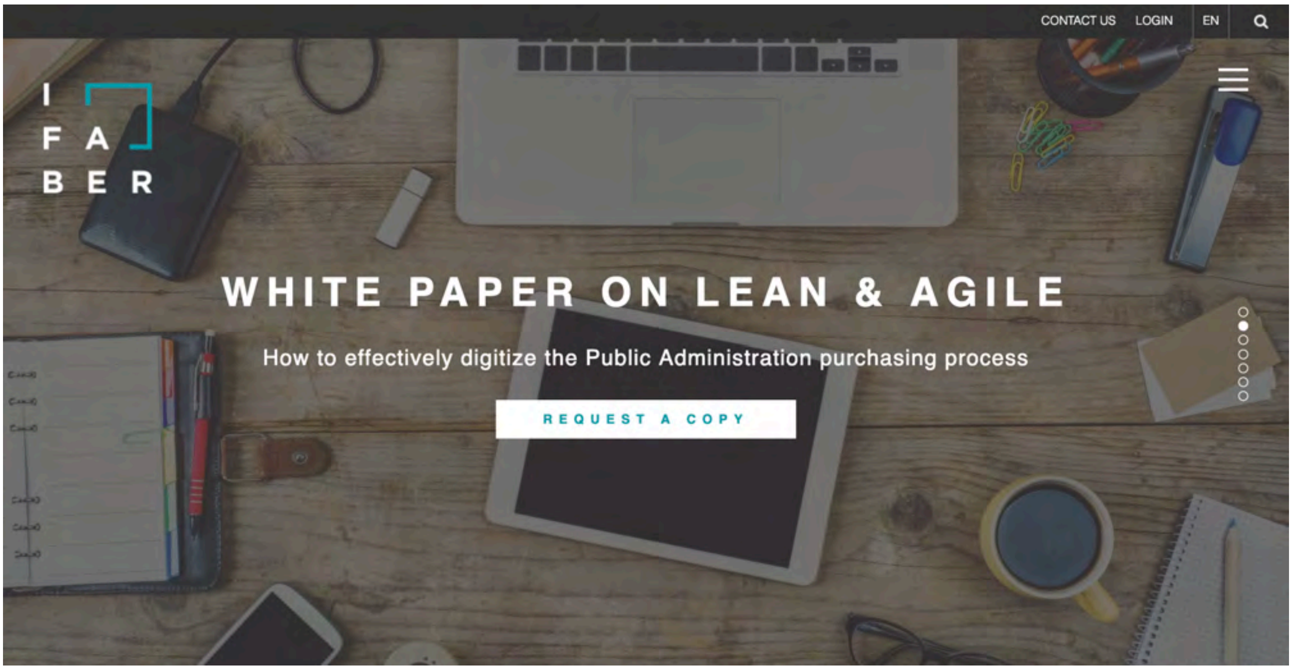


Figure 30 - IFABER homepage

Description

IFABER MANAGER is a platform solution provided to the customer in SaaS (Software as a Service) mode by e-procurement in Public Administration Bodies. The innovative and modular platform covers the entire purchasing process with transparency, simplicity, speed and safety. The IFABER MANAGER platform allows for the telematic management of the contractor's chosen procedures under the current law (Legislative Decree 50/2016) and can be configured to meet the organisational needs of each individual customer.

Value proposition

"Interact, collaborate and qualify your Economic Operators with one click"

Offering

- Incubator – consulting, training, coaching
- Data analysis
- Interaction – networking within key players

Topics / Framework

- Fashion
- Public Administration
- Transport
- Energy

Audience

- Vendor
- Demand

Selection Criteria

- Pre-qualification suppliers

UI elements

The at the top of homepage are provided only:

- Contact us
- Login
- Language (EN, IT)

Instead, at the bottom of the homepage are displayed 3 main sections:

- Request the demo
- Our experience in public administration
- News

Get Involved

In order to explore the tools is required to get the demo. But, by clicking IFABER DIGITAL for Public Administration a dedicated page explains the main functionalities of the platform, according the audience of reference.

Vendor Manager

Interact, collaborate and qualify your economic operator.

The solution allows you to manage three key moments of supplier management:

Pre-qualification of Suppliers

Qualification of Suppliers

Performance evaluation and monitoring of Suppliers

Features:

Active and passive scouting of new suppliers, collection of supplier submissions by filling in a pre-qualification questionnaire

The registration of the suppliers for the entire product range of the company

A single register to perform a preliminary evaluation of potential new suppliers

A scorecard to support an objective evaluation of suppliers

Expiry and periodical updates of the records

Automatic assignment of a rating to suppliers based on performance.

The launch of periodic supplier evaluation campaigns through online questionnaires

Management of digital signatures and Certified E-mail (PEC)

Demand Manager

The module allows you to track and manage, in electronic mode, the entire process of gathering purchasing needs, from planning to scheduling and controlling supplies.

Platform for Innovation of Procurement and Procurement of Innovation

European Commission

Horizon 2020
European Union funding
for Research & Innovation

Features:

Purchase requirements system through data entry on forms, based on templates which can be customised by each Department involved

Insertion of purchase needs into the system through “mass upload” by the individual Departments using the system;

Management of planning activity, through the insertion of the time horizon (month, year) within which needs are to be met through the procurement procedure;

Effective support for aggregation of the expense as a result of the automatic aggregation of “proposals” related to the same product scope

Use of standard encodings for product categories to be associated with each “proposal” (e.g. CPV, SOA, ATC, CND codes);

Use of additional custom product encodings based on specific needs;

Reuse of data included in the collection of needs for the configuration of the procurement procedure for those needs;

Validation of programming by the individual Departments which have entered the “proposals”;

Export to spreadsheet format of all relevant data.

<u>Monitoring Manager</u>

Keep track of documents and deadlines

The module allows documents and deadlines to be monitored and provides for automatic sending of alert and reminder messages. It has the goal of making the progress of individual managed activities instantly visible on the different modules on the platform. Specifically:

Each buyer can view the schedule and deadlines of the activities assigned to them by an appropriate alerting system (a disclaimer displayed on the platform and email reminder) near the closest deadline;

Users with the role of “e-procurement manager” can view the schedule and deadlines of all the activities assigned to the buyers directly reporting to them;

Users with the role of “supervisor” can view the schedule and deadlines of all the activities related to the managed procedures from their procurement station within the platform;

Users with the role of "administrator" can view the schedule and deadlines of all the activities related to any procedures configured on the platform.

Features:

Automatic management of activities/events to be scheduled when certain events are verified within processes managed on the platform, or manually, by users who have the ability to configure custom activities/events to be included in the calendar with the appropriate alert

Fully customisable definition of the conditions required for the completion of the activities:

Document collection - To complete the activity, you need to upload a particular file onto the platform

Completing activities manually - the user must log in to the module and manually mark the activity as completed

Automatically completing activities - The activity is automatically marked as completed upon the occurrence of a given condition (e.g. "Deadline for receiving bids").

Tracking the number of days/hours of delay compared to a pre-established deadline.

Display of the different activities connected with a user, filtered by time horizon (week, month, year, all).

Sourcing Manager

Manage and monitor negotiating procedures.

The module allows you to handle tenders for the purchase of direct and indirect products and services. The module of eSourcing provides for the management of all negotiating procedures provided by national and EU legislation for any amount and any award criteria in telematic mode. The procedures of the tools are those provided for the assignment of contracts relating to the purchase of goods and services or works contracts, including:

- Open, restricted, negotiated, with or without interest, through sealed bids, mono and multi-bundled, above or below threshold, with the criterion of award at the lowest price or the most economically advantageous bid;
- Electronic auctions, regulated pursuant to Article 85 of the Procurement Code;

- Agreements and framework agreements, governed by Article 59 of the Procurement Code;
- Direct award, call/quotation requests, types of purchase or market query particularly suited to small amount purchases;
- Dynamic acquisition systems

The advanced and innovative features of the module allow you to manage the following activities in the three macro-stages of the process

Creation and publication

Create the different tender procedures

Customise the parameters of each tender

Invite qualified suppliers to the register

Check the approval process for the tender prior to publication

Communicate and publish open tenders to registered operators

Execution

- Manage requests for clarification
- Integrate the tender requests even after the publication
- Publish notifications and alerts to economic operators
- Change the deadlines

Evaluation and award

- Carry out automatic drawings for the controls
- Automatically calculate scores, anomalies and rankings

Features (Sourcing Manager):

Compliant with the provisions of current legislation (Legislative Decree 50/2016)

Developed for the Italian PA & Utilities sector, following rules and regulations for public purchases, purchase processes and operating practices, and allowing management of the entire purchase process, from the publication of the call for tenders to the award and signing of the contract;

Characterised by high security standards;

Customisable in all its parts and based on open standards, it is scalable and allows developments at territorial level and process extensions, as well as relationships with other actors involved in public procurement

It guarantees quick implementation and roll-out times for the solution

Catalog Manager

- Manage the electronic market and supplier catalogue.
- The IFABER MANAGER platform, through this eCatalog module, enables you to manage your purchasing process through a digital market where authorised suppliers offer a catalogue of their goods and services. The advanced and innovative features of the module allow you to:
- Identify, validate suppliers and create the electronic catalogue
- Select the catalogue of goods or services
- Create catalogue orders
- Manage bid and purchase requests

Features:

Compliance with the relevant legislation on the principles of spending review and development of a tool consistent with the legal provisions from Article 327 of Presidential Decree 207/2010 “Electronic Market”.

Publication of Enabling Invitations with a pre-established period, with the aim of qualifying economic operators in possession of certain requirements and, at the discretion of the buyer, to request periodic updates of the declarations submitted.

Catalogue browsing, where buyers can consult the lists submitted, in order to analyse the technical characteristics of the individual product, to compare products offered by the various licensed suppliers.

Creation of a Purchase Order or Publication of Requests for Quotation (RFQ). Purchase order management, by formalising the buyer and supplier agreement, and monitoring the purchasing process from order approval to the receipt of the goods

Handy tools

- Vendor manager
- Demand manager
- Monitoring manager
- Sourcing manager
- Catalog Manager

Negometrix
Link: https://www.negometrix.com/en/

Head office: Utrecht

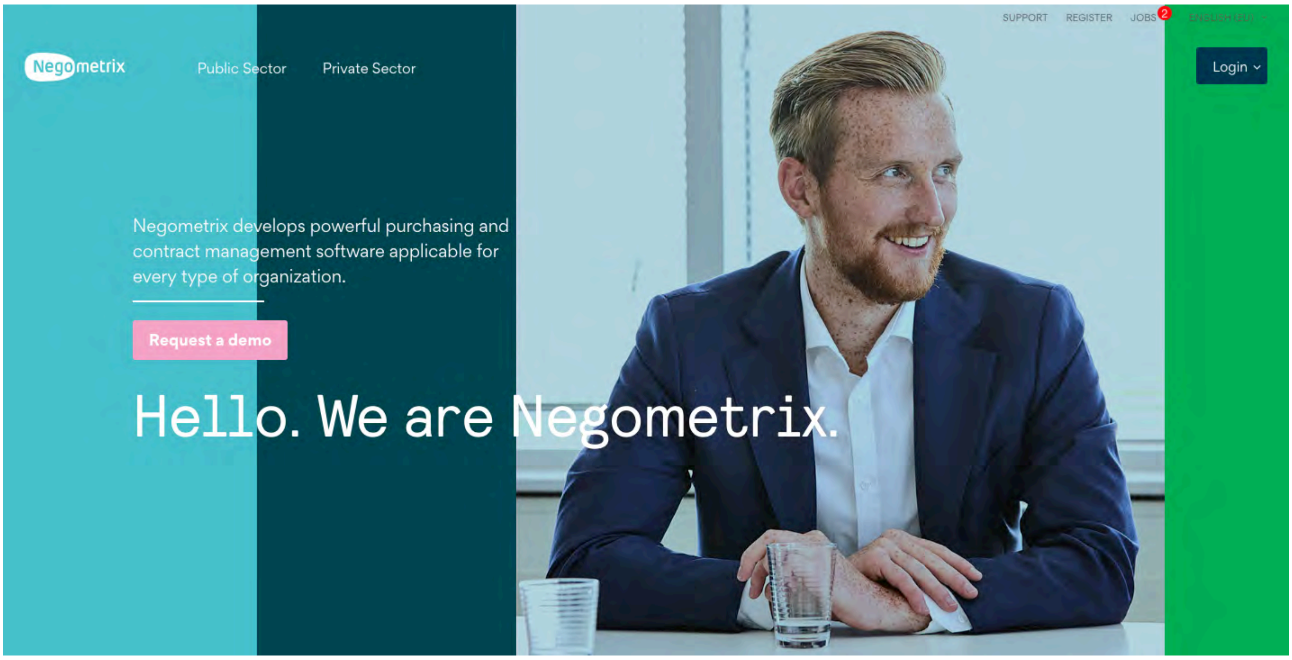


Figure 31 - Negometrix homepage

Description

Negometrix develops powerful purchasing and contract management software applicable for every type of organization.

Value proposition

Create value by bridging supply and demand based on structured evaluation/negotiation metrics, leading to effective contracts and business relationships.

Offering

- Support streamline procurement process
- Consultancy for digital e-procurement transition

- Audience

- Buyers
- Suppliers

UI elements

The homepage displays the main information about the platform, like:

- Request a demo
- About us
- Help
- Our customers

Get Involved

Figure 32 - Negometrix homepage menu

In order to get involved, the platform provides two different paths Figure 32 - Negometrix homepage menu, according the audience of reference:

- Public Sector
- Private Sector

<u>Public Sector</u>

Negometrix enables Public organizations to contract the best suppliers on the market and build enduring relationships, whilst assuring compliance with legislation.

It provides the following solutions (tools):

- Online Sourcing (Basic)
- Online Sourcing (Advanced)
- Dynamic Purchasing System
- Supplier Relationship Management

- Contract Management
- Sourcing Form
- E-Auctions

Online Sourcing (Basic)

This tool is aimed to support the purchasing procedure:

- Biddings, formal market solicitations.
- Check the compliant with legislation by default

Online Sourcing (Advanced)

This tool is aimed to:

- Configure the workflow (Gantt)
- Automate evaluation as well as award communication

Dynamic Purchasing System

This tool is aimed to repeat purchasing with pre-qualified vendors:

- Create a pool of pre-screened vendors categorized by qualifications
- Create solicitations (based on price and quality) within a specific category of good to be shared among the pre-screened vendors
- Automated substantiation of awards and rejections

Supplier Relationship Management

This tool is aimed to measure performance of contracted vendors:

- Delegate responsibility to operations and your vendors whilst staying informed
- Check if the performance is in line with what was agreed

Contract Management

This too is aimed to allocate all the documents in one system, accessible to authorized stakeholders:

- Secure repository of docs
- Data analysis
- Task management
- Automated reminder & notification
- Integrated with DMS (Document Management System)

Sourcing Form

This too is aimed to force the customers to provide all the required info into the template: Automated approval workflows

E-Auctions

This too is aimed to support market dynamics in a transparent and fair process.

Private Sector

Establish strong relationships with your vendors by using the Negometrix Purchasing Suite. It provides the following solutions (tools):

- Sourcing Management
- Supplier Relationship Management
- Contract Management
- Project Intake Module
- Reverse Auctions

Sourcing Management

This too is aimed to configure and start a sourcing activity, using a template for repetitive tasks:

- Get stakeholders involved in online project rooms
- creating workflows and enforcing agreements
- Powerful insights into your decision-making chain by automated filing and log-files

Supplier Relationship Management

This too is aimed to organize supplier relations track performance, minimize risks and streamline your processes.

- Management of certificates and documents
- Management and group communication

Contract Management

This too is aimed to allocate all the documents in one system, accessible to authorized stakeholders:

- Secure repository of docs
- Data analysis
- Task management
- Automated reminder & notification
- Integrated with DMS (Document Management System)
- Project intake module

This too is aimed to bridge the productivity gap with decentralized purchasing requests. Prompt internal users to populate requests and display completed forms on a dashboard for evaluation.

- Configure in line with the organization’s policies
- Automate approval workflows and notifications for new requests
- Manage the entire purchase order process from request to contract

Reverse auctions

This too is aimed to decide on a lowest price auction or take quality into account.

Handy tools

Public Sector

- Online Sourcing (Basic)
- Online Sourcing (Advanced)
- Dynamic Purchasing System
- Supplier Relationship Management
- Contract Management
- Sourcing Form
- E-Auctions

Private Sector

- Sourcing Management
- Supplier Relationship Management
- Contract Management
- Project Intake Module
- Reverse Auctions

PRECORO

Link:https://precoro.com/?utm_source=capterra&utm_medium=cpc&utm_campaign=procurement

Head office: New York

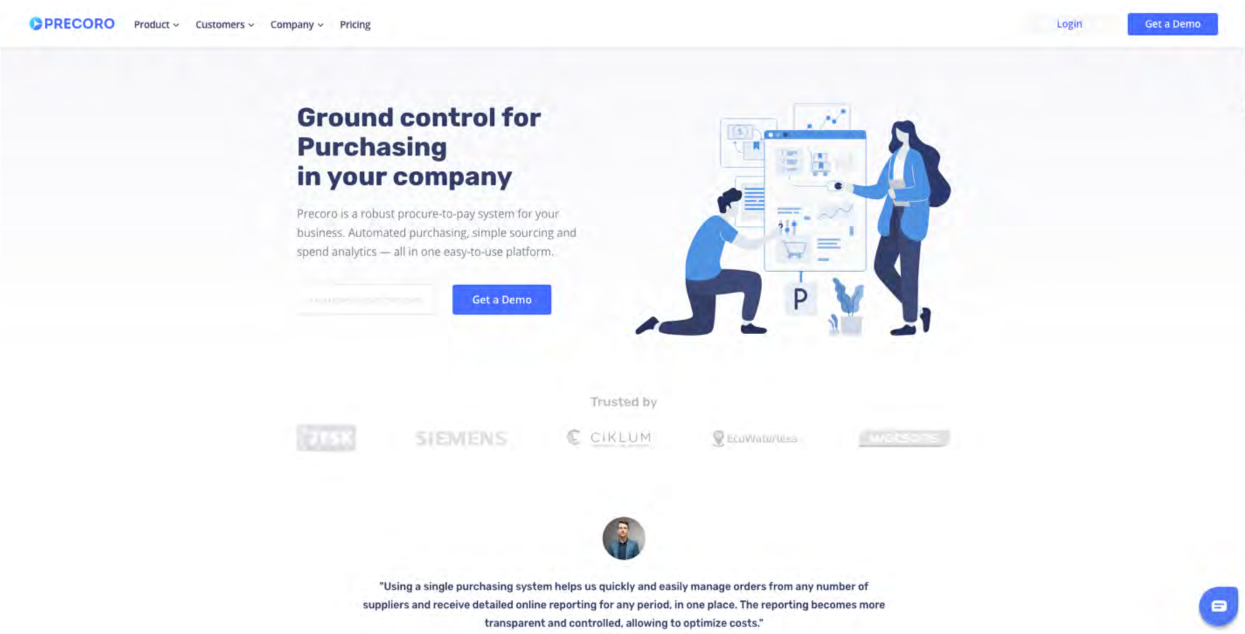


Figure 33 - Precoro homepage

Description

Precoro is a robust procure-to-pay system for your business. Automated purchasing, simple sourcing and spend analytics — all in one easy-to-use platform.

No More Manual Work and Spreadsheets: Create Purchase Orders from requests in seconds or from the scratch in just a couple of minutes. Easily track POs and search across all your purchasing history, as everything is stored in one easy-to-use platform.

Steady Control of Company Spending: Control spending with custom approval workflows and cost allocation by departments, locations or even users. Make your purchasing processes transparent with powerful budgeting tools and analytics with real-time reports.

Value proposition

“Ground control for Spend management and purchasing in your company”

Offering

Procurement uncluttered: Streamline business process with a unified procurement system

Sourcing:

Topics / Framework

- Hi-Tech
- Healthcare
- Manufacturing
- Retail

Audience

- No-profits
- Educational organizations
- Start-ups

Selection Criteria

To be eligible for “Precoro for Clean Procurement”, organization must be a non-profit charitable organization which is in good standing in their countries; an educational organization recognizable by U.S. Department of Education or equal authority in your country; a start-up on Series A and early funding rounds.

In addition, the following organizations are NOT eligible for Precoro for Clean Procurement: Governmental entities and organizations, hospitals and health-care.

To enroll to the Precoro for Clean Procurement program, non-profit organizations have to provide a copy of the determination letter (or equal document of your country) received from the Internal Revenue Service.

Start-ups must have a recommendation letter from an angel investor or a VC curator to enroll in the program.

Educational organizations must be accredited by the U.S. Department of Education or equal authority in your country.

Get Involved

If an organization or start-up is eligible for "Precoro for Clean Procurement" and have all the needed documentation to enrol in the program,

Fill the APPLICATION FORM and we will contact you anytime soon.

Strengths

Managing orders from any number of suppliers and receive detailed reporting online and for any period, in one place.

SHORTLIST
Link: https://shortlist.co/?utm_source=Capterra_Procurement&Capterra_Data=GetApp

Head office: San Francisco

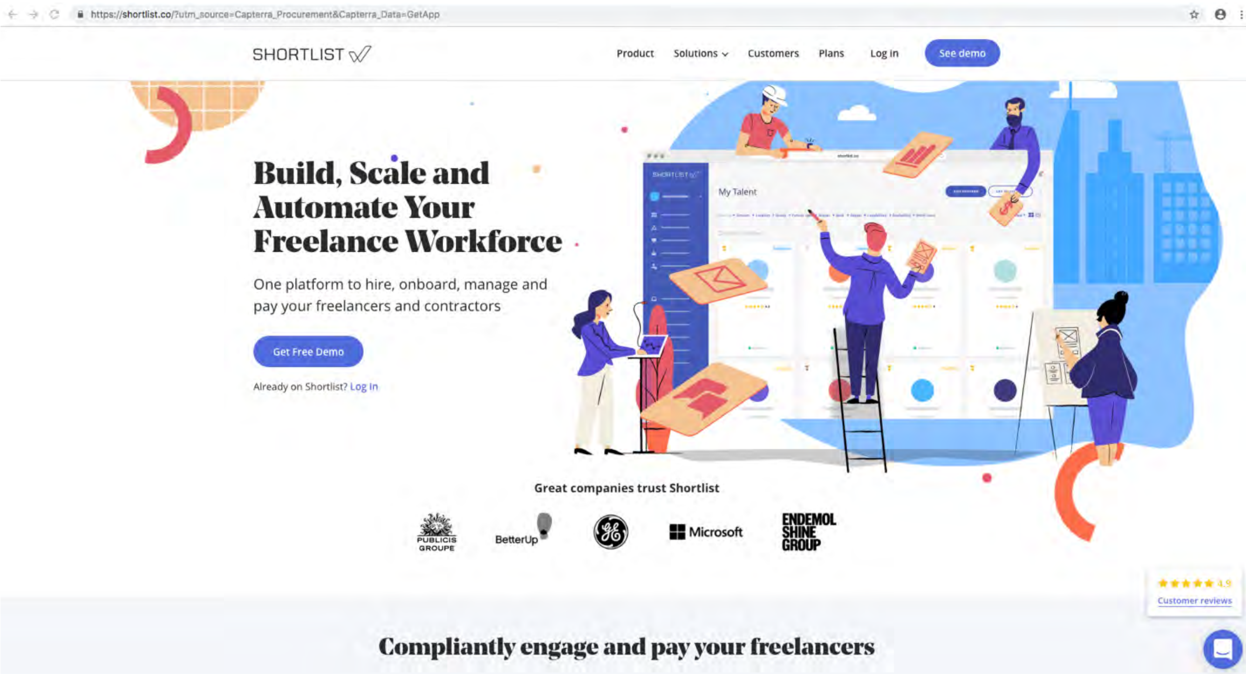


Figure 34 - Shortlist homepage

Description

Shortlist is a cloud based, Freelancer Management Software (FMS) that helps companies efficiently and compliantly source, engage, manage and pay their freelancers.

Value proposition

"Build, scale and automate your freelance workface

One platform to hire, onboard, manage and pay your freelancers and contractors"

Offering

- Source: Various tools to help you grow your network
- Engage: Flexible onboarding automation
- Manage: Track profiles, track tasks and timesheets
- Pay: Process payments to over 200 countries

- Reporting: Get full visibility into your freelancer spend and more

Topics / Framework

- Design & Creative Production, Advertising
- High Tech
- Content Production
- Marketplaces
- Media & Film Production

Audience

- Companies of all sizes

Get Involved

Plans > Choose the plan that's right for you > Request a demo by entering name, company email and phone number

Strengths

The platform helps attracting top freelancers faster, at lower costs: it has all the tools to self-source, negotiate with, and engage with freelancers.

- Clear written value proposition
- Engaging illustrations
- Call to action button

Handy tools

A tool (link) to enable scheduling a call with their solution consultants. This link is provided to user by email after being registered to request the e-book.

Hiring Pipelines: Custom Hiring Pipelines; get a snapshot of your current hiring status. See how many applicants are at each stage of every job opening. Set up a custom workflow that is tailored to your hiring process and move applicants along your onboarding lifecycle.

Candidate CRM: Search and Re-engage; the candidate CRM allows you to keep track of the best applicants and prospects for current and future projects. Use keyword searches across the entire database, from resumes to notes and documents – including PDFs.
Candidate Profiles: Robust candidate profile; detailed candidate profiles track the history of every prospect, from the time they were sourced to the latest communication. When a prospect looks like a good fit, move them straight to your Talent Network or add to a hiring pipeline.

Talent Portal: Your branded, talent portal; sourcing the best talent starts with making the right first impression. Create a mobile-friendly talent portal page and up to date job listings with Shortlist's intuitive toolkit

SAP Ariba
Link: https://www.ariba.com/solutions/solutions-overview/procurement

Head office: Palo Alto, CA, US

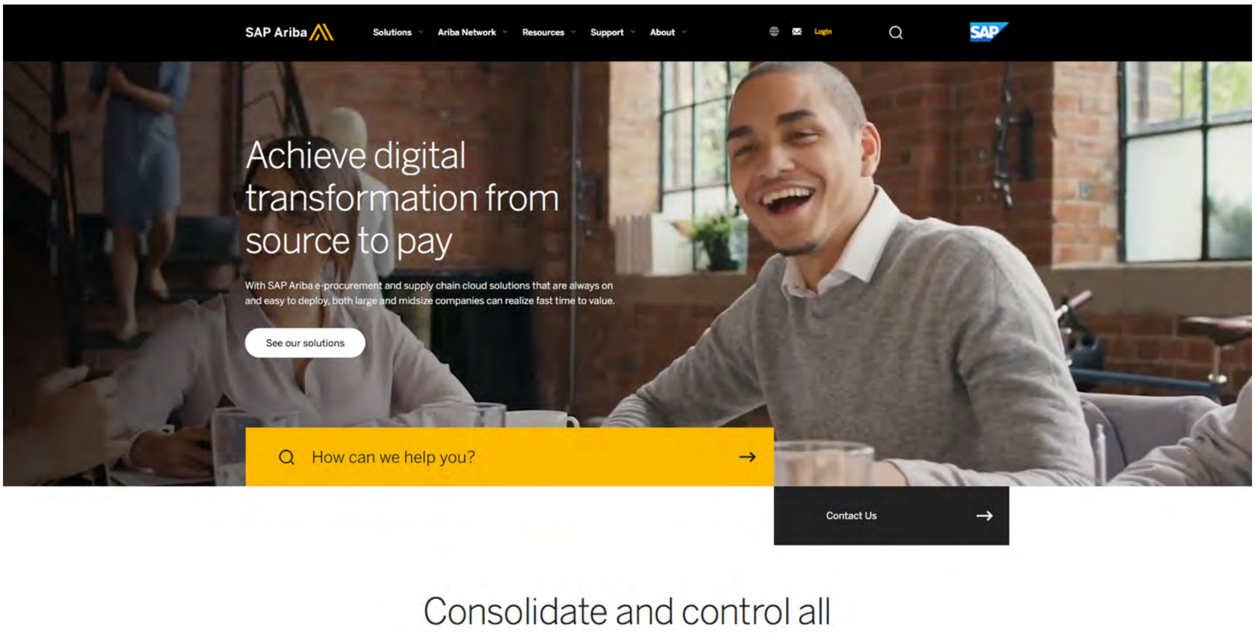


Figure 35 - SAP Ariba homepage

Description

Ariba Network makes it easy for buyers and suppliers to collaborate on transactions, strengthen their relationships, and discover new business opportunities. Buyers can manage the entire procurement process from source to settle, while controlling spending, finding new sources of savings, and building a healthy, ethical supply chain. Suppliers can help buyers achieve their procurement transformation goals, while boosting customer satisfaction, simplifying the sales cycle, and improving cash flow.

Value proposition

Achieve digital transformation from source to pay.

With SAP Ariba e-procurement and supply chain cloud solutions that are always on and easy to deploy, both large and midsize companies can realize fast time to value.

Offering

- Source: Make better sourcing decisions with spend analysis insights (e-evaluation, e-negotiation, e-auctions, e-award phases for buyers*). Negotiate best-value agreements for sustainable savings on both direct and indirect materials. Minimize risk and accelerate the contract lifecycle with built-in contract management functionality.
- Procure: Cut costs and risks and ensure compliance using the market's broadest set of e-procurement solution capabilities. Lead employees to preferred suppliers with a simple, guided buying experience. Transact with all suppliers easily and confidently over Ariba Network (e-noticing, e-evaluation, e-negotiation, e-auctions, e-award phases for buyers*).
- Pay: Transform payables into strategic assets. Automate invoice capture, workflow, and approval (e-contract, e-contract management, e-catalogues, e-order and e-invoicing phases for buyers*). Provide suppliers visibility into payments. Improve cash flow and deliver more bottom-line value while reducing supply chain costs and liquidity risk.

Audience

- Buyer
- Supplier

Resources

- Library of documents (eAttestation): Explore our collection of analyst reports, webinars, white papers, case studies, datasheets, demos, and more. https://www.ariba.com/resources/library

- Events: Connect and share with peers and prospects at industry events.
- Support
- Buyer Support
- Ariba Network for Buyers: Log in to work with your suppliers on the purchasing process, controlling spending and strengthening your supply chain.

Strengths

- Rich resources
- User friendly interface
- Different accesses for suppliers and buyers
- In the page for suppliers and buyers, possibility to choose which scenario applies to you

Handy tools

Source: With the SAP Ariba Strategic Sourcing solution portfolio, you can manage your entire sourcing, contracting, and spend analysis processes for all types of spend - direct and indirect materials as well as services - all in one place. Integrated into your execution and procurement processes, these solutions can help you to:

- Aggregate and classify all purchases, company-wide
- Gain visibility, segment spend, and identify savings opportunities
- Standardize source-to-contract processes across teams and business units
- Drive materials cost savings and optimization across all spend categories
- Ensure that the savings you negotiate are fully realized

- Increase speed and drive up throughput across your teams
- Reduce risk by finding better suppliers and innovation partners

SAP Ariba Sourcing: SAP Ariba Sourcing software helps companies of any industry, size, or geography drive fast, sustainable results by automating and streamlining critical tasks involved in sourcing indirect materials.

Tradogram
Link: https://tradogram.com

Head office: Ottawa, CA

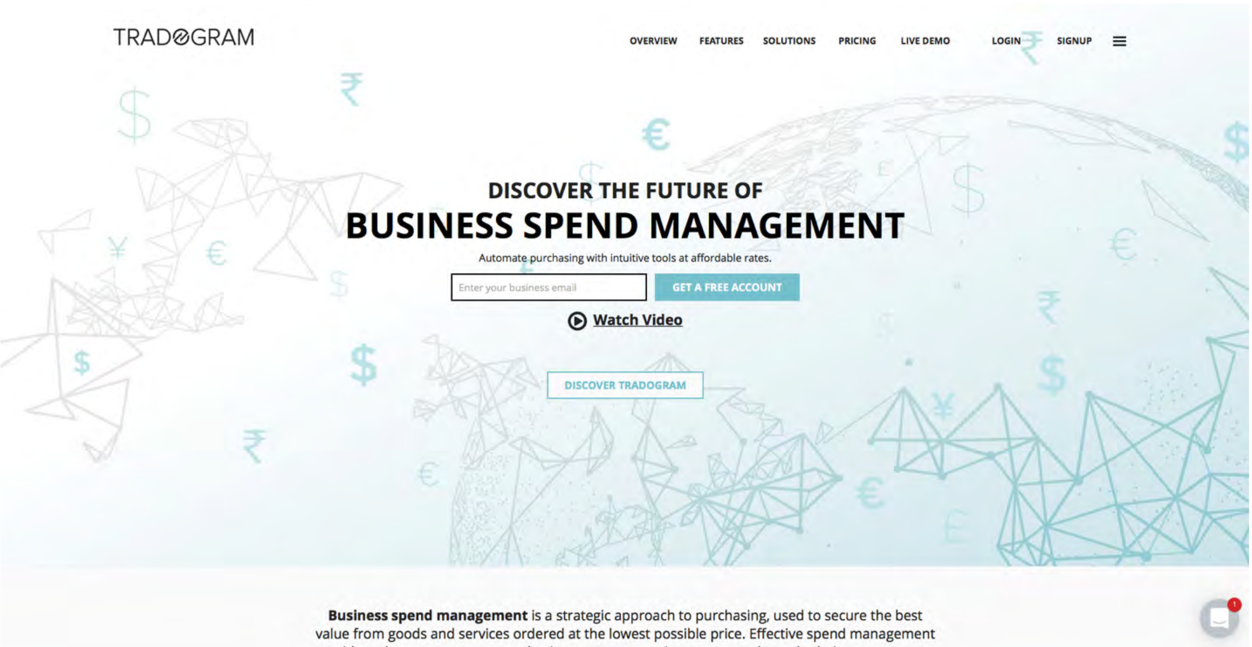


Figure 36 - Tradogram homepage

Description

Tradogram is a priced, cloud-based and procurement platform. Our lightweight solution empowers buyers and purchasing decision makers to manage suppliers, control costs and save money. Tradogram's online procurement software solutions provide management with everything they need to know about their business spending to cut costs and achieve 100% spend visibility. Whether you're just looking for simple web-based purchase orders or software that features fully integrated procurement management tools, Tradogram is the best way to configure a system that's right for you.

Value proposition

Control spend comfortably with cloud-based procurement software An award-winning purchasing management system for faster, easier, flawless transactions.

Offering

- PLAN your purchasing process
- Organize your approved suppliers in an accessible database.
- Establish your items master list for quick and easy ordering.
- Customize your workflows and approval routes.

COLLABORATE with all stakeholders

Simplify internal requisitions for all purchase requirements.

Negotiate & communicate effectively with approved suppliers.

Message & notify anyone involved in the purchasing process.

SAVE money by cutting costs

Track spending budgets with visual analytics.

Custom build your own reports for spend analytics.

Tradogram users report an average of 15% cost savings.

Topics / Framework

- Education
- Manufacturing
- Food and Beverage
- Healthcare
- Retail Industry
- Oil and Gas

- Construction
- Wholesale
- Pharmaceuticals
- Cement

Audience

- Buyers
- Suppliers

UI elements

- Menu
- Overview
- Features

A TAILOR-MADE PURCHASING PROCESS

On-Off feature controls ensure that procurement can be customized to suit the needs of your business. Tradogram's flexibility results in the elimination of complications from the purchasing process, which promotes higher efficiency and improved performance. It doesn't matter if the people involved work in the same department or in different countries - day-to-day operations are effortless, intuitive, and well-managed.

GROUP USERS & CONNECT LOCATIONS

Delegate procurement tasks and empower your team with the right purchasing tools. Companies with buyers in a variety of locations can operate with ease when taking advantage of branches and departments for multi-level management. Group your users into departments, assign managers, and allocate budgets for each. Connect all your company locations under one system.

User Permissions

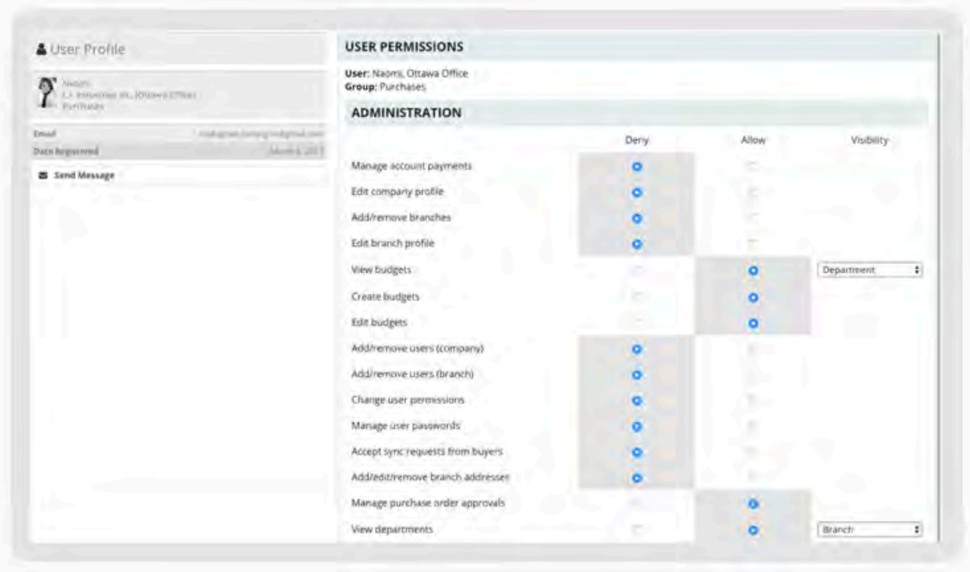


Figure 37 - Tradogram user permissions

EMPOWER YOUR TEAM

User permissions establish everyone's role within the procurement process so you can effortlessly master delegation Figure 37 - Tradogram user permissions. These permissions can be customized for every user, so your entire team stays focused, works efficiently, and is able to meet deadlines in a stress-free manner. Tasks are completed faster and with greater precision when everyone understands their responsibilities.

CONFIGURE THE VIEW ACCORDING TO ROLES

Assign each user their role according to your purchasing workflow. Users get to only see the features that are enabled on their account. They get a customized view of the dashboard and only access parts of the software that apply to them. Eliminate the clutter and simplify tasks to ensure everyone gets to play their role within the process.

Suppliers List

MANAGE YOUR APPROVED SUPPLIERS

Use Tradogram to quickly build your approved suppliers list on a personalized database. You can link each one of your approved vendors to one or more items for quick, easy ordering. The ability to access comprehensive details about your suppliers is the first step to making smart purchasing decisions. Keep track of purchases and all documentation, in addition to the overall performance history for each supplier.

EVALUATE WITH SCORECARDS

Determine the high achievers with Tradogram's supplier performance rating - a short scorecard that identifies those vendors that should be reused and those that should be dismissed. The performance rating provides your organization with opportunities for improving relationships with vendors. Establish KPIs that maintain high expectations of your suppliers.

FLEXIBLE ITEMS DATABASE

Import and organize your items list in an easily accessible database. Modify item information to save time, prevent data discrepancies, and reduce the risk of miscommunications with suppliers. Users can also track the purchase history of each item and set target costs for goods and services that are regularly ordered. The ability to link items to approved suppliers offers a significant advantage - you can quickly determine what is associated with each supplier catalog.

COMPREHENSIVE CATEGORIES

Category management facilitates spend control by aggregating those items that have common characteristics - use your choice of category management standard to analyze company spending in different areas. Choose to assign certain categories to specific users. Make category design completely customizable - any arrangement that is logical for your company can be implemented.

APPROVALS FOR PURCHASING PROTECTION

Use the approvals feature as a safeguard against unnecessary purchases. The possibility of maverick spending is eliminated when a manager is able to authorize and validate each order. All approvers are notified via email when action is required. Users have an appropriate amount of guidance and the purchasing workflow is streamlined.

CONFIGURE YOUR APPROVAL WORKFLOW

Customize your approval hierarchy and have it set up in the back-end so that users just submit and wait. Decide whether you want to assign approvals on purchase order, requisitions, invoices, or even expenses. To further enhance control, approvals can be set based on amount thresholds, item category, and/or department. Set your approval routes - your way.

Budgets

BUILD-A-BUDGET

Design your own budgets for specific requirements to provide a high level of purchasing transparency. This eliminates unnecessary spending and empowers organizations to make well-informed choices. Convenient analytics display a visual summary of what portion of the budget has been used, and what remains. Approvers get a quick view of the budget, allowing them to make the most well-informed decisions.

PLAN PROJECT SPEND

Set and track budgets for projects that you're working on. You can easily allocate portions of the main budget to project lines (sub-categories). All purchases tied to a specific project will be reflected in real-time on an easy-to-access spend report. Budgets are critical for procurement planning, especially if saving money is part of the plan.

Report Builder

DESIGN YOUR OWN REPORTS

The reports builder feature lets you customize your own reports according to data generated from a range of criteria, such as items, categories, purchase orders, and more. The user experience is intuitive - for example, if amounts have a mix of currencies they'll be automatically converted to your default currency. Access to details like this can make a significant difference when purchasing in high volume.

SPEND DATA AT YOUR FINGERTIPS

Companies that harness the power of real-time analytics have a significant advantage, especially when it comes to spend control. Purchasing patterns are made evident so any deviations can be quickly identified and corrected. The ability to oversee company activity at the individual, department, and branch levels means every decision is strategic and elicits desired results.

Inventory

TRACK STOCK ITEMS & SET REORDER POINTS

Pick the items that you keep stock of and setup the reorder threshold for each. Tradogram will let you know when any of your stock items have reached their reorder point, so that you can initiate an order. Ensure that you always have enough and never run short.

BUILD YOUR DISTRIBUTION CHANNEL

Easily move stock items between multiple locations. Once an order is booked-in, Tradogram allows you to send the quantity to any of your locations. This promotes smooth operations along a company's entire supply chain. Stock items will always be accurate and uncomplicated with improved control.

Procurement Operations

A centralized system for requisitions is designed to collect and automatically assign internal orders so a specific individual can make the final purchase. Requisitions are multi-purpose; users can add items from the database or as one-off items. Eliminate ordering confusion to make your procurement system cost-effective and streamlined.

REQUISITIONS ELIMINATE PAPER TRAILS

Economies of scale are achieved effortlessly when an efficient process is in place - no more scattered, unorganized document trials resulting in duplicate or inaccurate orders. Requisitioners are able to track each item's status, from when it's approved to ordered to received. Give your team the insight they need to track orders and stay on top of company spend.

SIMPLIFY PURCHASE ORDER MANAGEMENT

Purchase orders can be created from scratch on a free-form or based on terms that have been negotiated with suppliers using requests. Existing POs can even be duplicated for easy reordering of select items. Users can choose to use their databases to auto-fill their POs with product and/or service specifications, payment terms, and prices - along with a custom PO number.

AN INTUITIVE PURCHASING WORKFLOW

Order approvals can be set for purchase orders to prevent off-budget spending and heighten procurement control. Users have the ability to track the lifecycle of a PO from when it's created all the way to 2-way receipt and 3-way invoice matching. The process is transparent and streamlined.

Requests

REQUESTS FOR ALL SOURCING REQUIREMENTS

Requests enable users to pinpoint their precise purchasing requirements - this allows goods and services to be sourced without discrepancies. Tradogram's versatile request form can be used as both an RFQ (Request for Quote) and RFP (Request for Proposal). Users can track the status of every request and each supplier's response with minimal effort.

STRATEGIC NEGOTIATIONS

Requests facilitate superior negotiations by enabling multiple users in various locations to review and evaluate offers simultaneously. Decisions can be made quickly, collaboratively, and without unnecessary hassle. Simple comparison tools provide opportunities to secure your ideal terms and pricing with only the very best vendors. For maximum flexibility, you can even close with numerous vendors by creating more than one PO from a single request.

Delivery Tracking

PRECISE ORDER RECEIVING

Completing a two-way match is crucial for procurement accuracy: check what's been ordered versus what's been received and approved. Any discrepancies are highlighted for corrections. Tradogram will help make sure you only pay for what is ordered and actually received.

TIMELY DELIVERIES

Details can be organized to keep track of received orders, ensuring that future deliveries arrive on-time and at the correct location. Users have the option of requesting an advanced delivery note from suppliers, or they may simply complete delivery information themselves.

Invoices

EFFORTLESS THREE-WAY MATCHING

Streamline communication between procurement and your finance department. Accounts payable automation can enhance procurement management at all hierarchy levels of your company - verify a 3-way match between purchase orders, deliveries, and invoices to obtain greater control over expenditure. Master your financial processes by accessing spend data and improving cost visibility.

ACCOUNTS PAYABLE AUTOMATION

Auto-populate each invoice with received quantities from deliveries, if desired. To further enhance organization, users can manage invoices by confirming those that have been paid, approved for payment, and are still pending approval. Once all details are satisfactory, simply hit create and you'll have a digital copy of the invoice on hand, with a downloadable PDF version. Batch your invoices for easy data export.

ONE-CLICK RECEIPT SCANNING

With just a few fields to fill out about the expenses, users can quickly take a picture of the receipt on their phone and have it attached for reference. Eliminate paper trails and streamline the whole process of expense reporting.

REIMBURSE WITH EASE

Customize your approval workflows to make sure everyone is following your expense policy rules. Quickly identify who needs to get reimbursed on every expense report that gets approved, as well as how they would like to get reimbursed. Tie all your procurement with your expense reporting with Tradogram.

Contracts

ACCESSIBLE SUPPLIER CONTRACTS

When you control your supplier agreements, you control your costs. Plan, negotiate, and create contracts in order to spend strategically and reduce procurement expenses. Supplier relationships don't have to be complicated - establish contracts as a method of simplification. Auto-generate your contracts from awarded bids and seamlessly manage each contract. Monitor contract statuses and supplier performance with ease using Tradogram's user-friendly graphs and charts on each contract.

CONTRACT LIFECYCLE MANAGEMENT

Give your team access to create requisitions and purchase orders from the contract with autofilled terms and pricing that have already been negotiated . Track all activities on each contract and view the status of every order that was placed. Set an expiration date and the system will automatically remind you when it's about to end, with a one click option to request renewal.

Instant Messaging

STREAMLINED COMMUNICATION

Instant messaging facilitates confidential information exchanges (maintained in a secure database) and allows for immediate connections with colleagues and suppliers. Improved communication encourages more educated purchasing decisions. Real-time responses give users the information they need without wasting valuable time.

OPEN DISCUSSIONS WITH SUPPLIERS

Discussion rooms are available for every transaction. It's these "rooms" that provide a venue to view, compose, and respond to notes from suppliers. Vendors have access to discussion rooms while responding to requests, which is particularly useful for sealed bid transactions. Convey your procurement needs with an unprecedented level of clarity.

Strengths

- The Fact that it gives Good Practice cases
- Offer a full end-to-end procurement solution.

Handy tools

- Procurement Administration https://tradogram.com/features-multi-level-management#nav
- Multi-level management

Advanced Technology
in Health and Wellbeing

APPENDIX D4.1

II° Cycle Benchmarking

Francesco SARDU
Bahar BAKIR

I.R.C.C.S. Ospedale San Raffaele
Gruppo San Donato

FONDAZIONE
Centro San Raffaele

Benchmark

Platforms

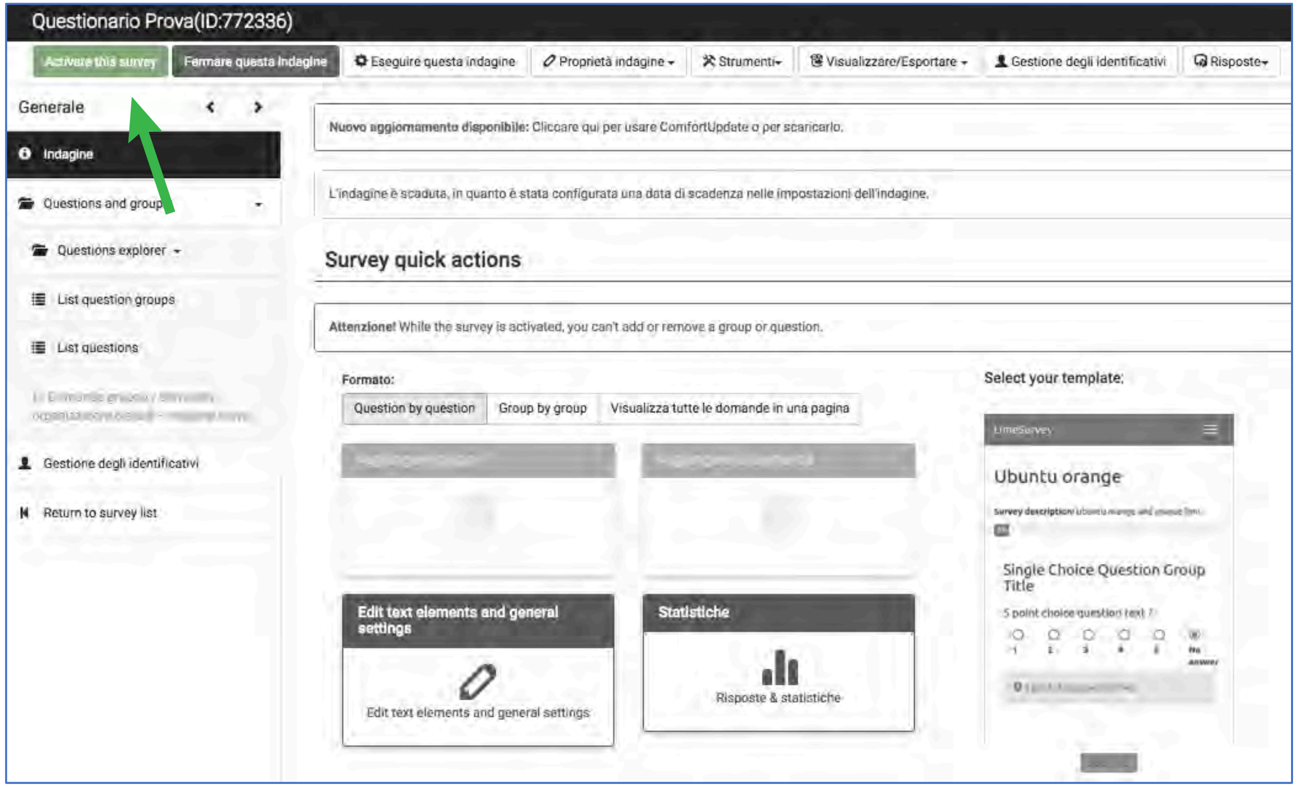
- Lime Survey
- Jira
- UXPRESSIA
- Flork
- Wrike
- Trello
- Bamboo HR
- People-Analytix
- Glue
- Webex Team
- Twist
- Slack
- Eureka
- FeedbackLoop
- FindmyShift
- Box

LimeSurvey

Name: Lime Survey

Description

It is an open source on-line survey application.
As a web server-based software it enables users using a web interface to develop and publish on-line surveys, collect responses, create statistics, and export the resulting data to other applications.



Features

- Open and closed group of participant surveys
- 28 different question types
- Logic Jump / Skip Logic / Branching
- Basic statistical and graphical analysis with export facility
- Responsive (adapt size screen to mobile / tablet version)

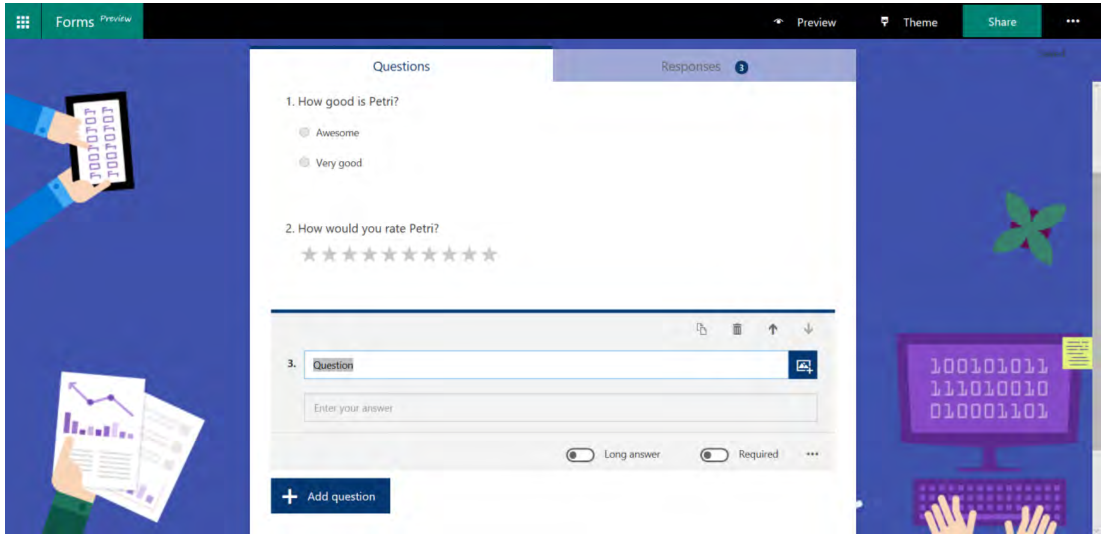
Tool selected to Best Practice

Survey (Online)

CoP via PIPPI can elicit unmet needs, desiderata and expectations of the hospital to collect, cluster and rank user requirements to populate the related *"shortlist".

It can be used by the hospital to identify unmet needs according:

- Audience (e.g. clinicians, patients, managers, etc.)
- Topic (Clinical areas, facilities, therapy treatments, etc.)



References LimeSurvey

Tool selected to Best Practice

Survey (Online)

Input

- Informed consent
- Purpose
- Topics
- Research questions
- Contacts

Output

- User requirements
  - Qualitative data
    - Natural language description
  - Quantitative data
    - Tables & statistics

Jira Software

Name: Jira

Description

Jira is a software development tool used by agile teams to plan "Sprints", track and release software, usually used to support SCRUM.

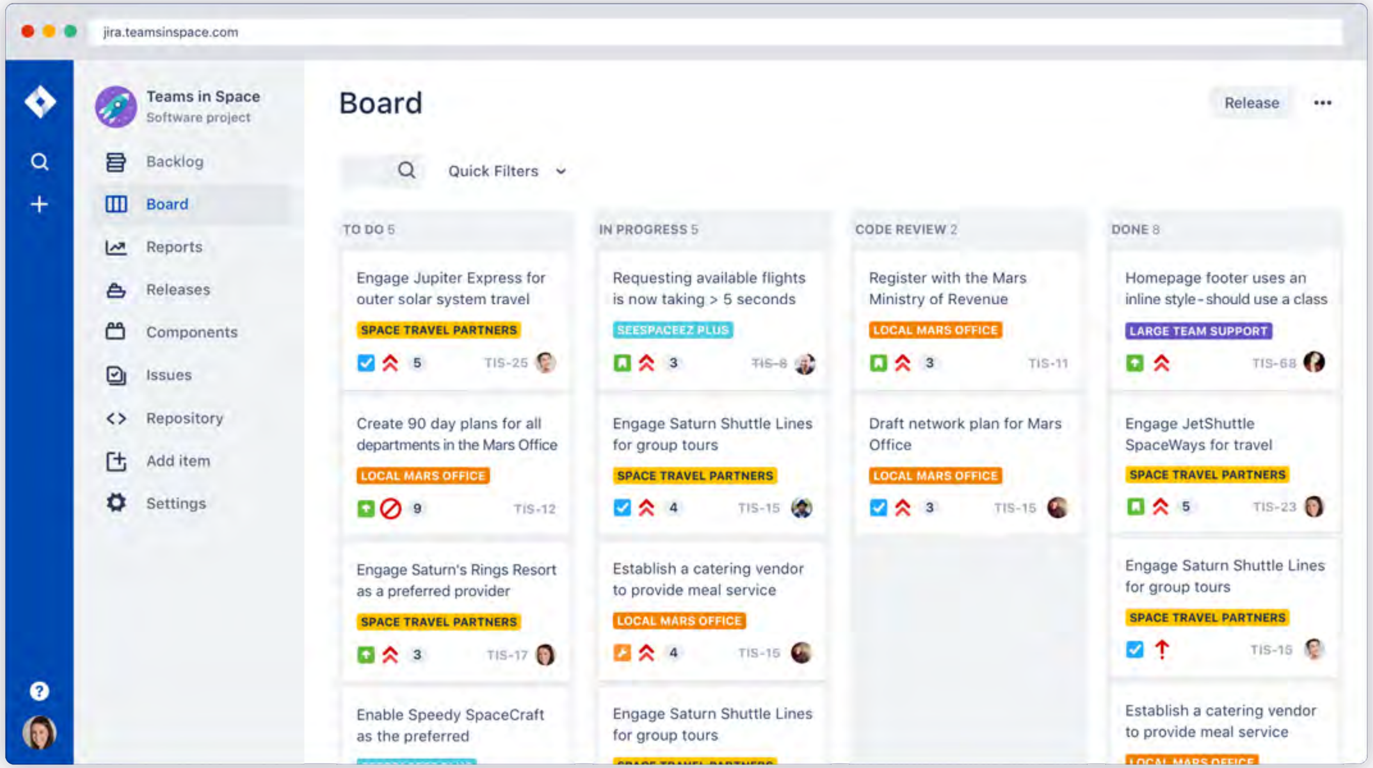
How could it be useful

- Backlog (needs assessment)
- Activity Planning
  - Roadmaps to map out all projects in progress
  - Plan sprints
  - Assign tasks across the team
- Functionality to create and track user stories and issues (use cases)

Jira Software

Scrum Board

It offers functionality to create user stories (use cases) and issues, plan sprints and distribute tasks across the team.

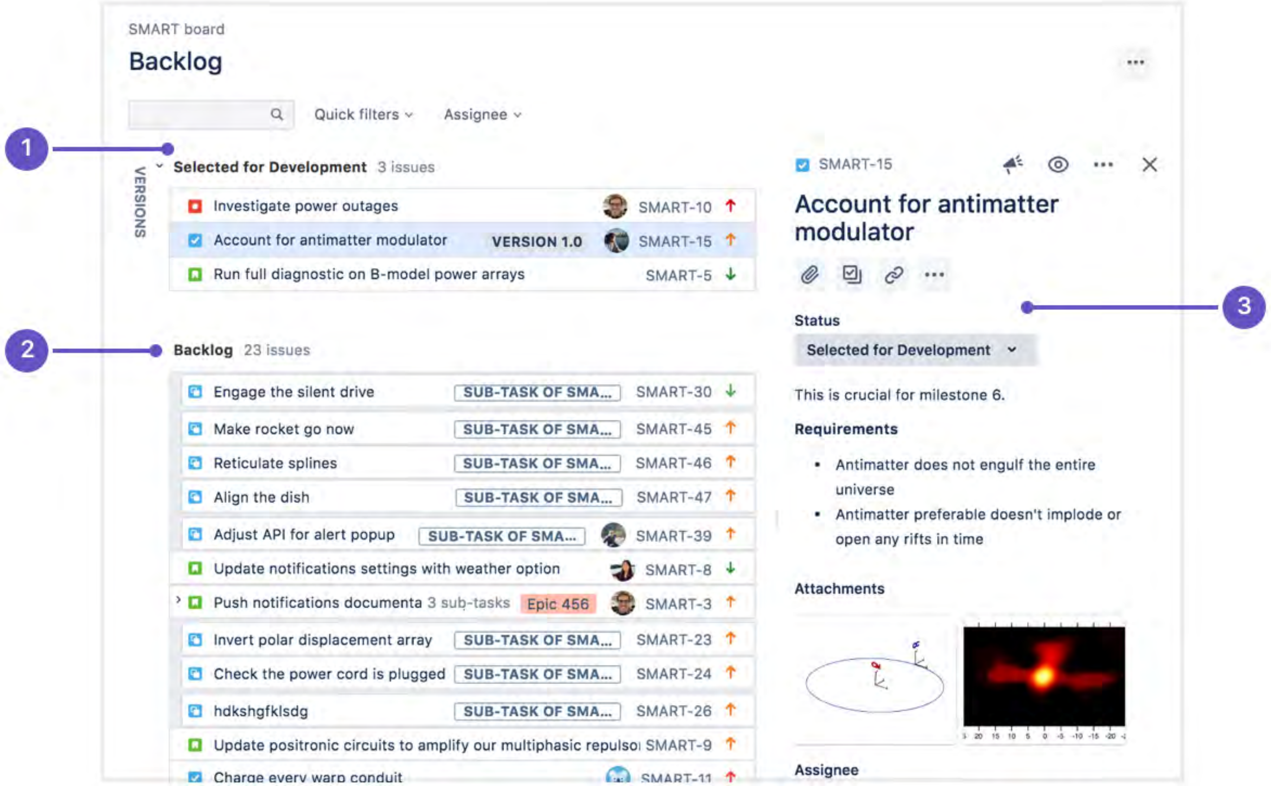


Jira Software

Backlog

It represents a repository all the requirements collected, basically the list of features, defects, enhancement need to be done. Each item has a description, rank, size estimate, and value.

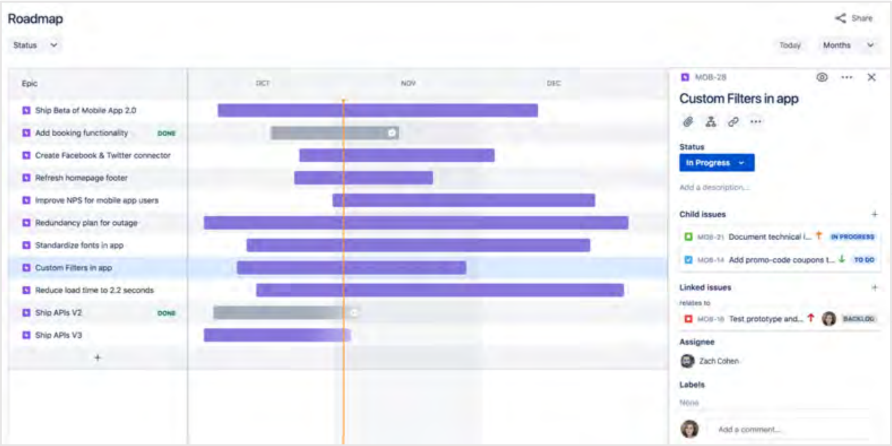
It is aimed to prioritize requirements and track project progress by highlighting the which of them have been implemented from which are not.



Jira Software

Roadmap

It aims to map out all projects in progress, allowing teams to manage every project detail, like deadlines.

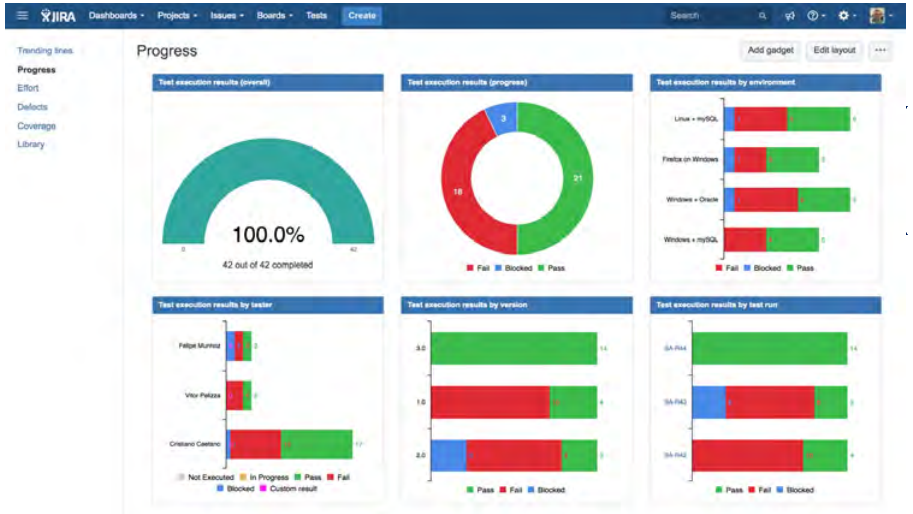


Report

It provides different types of reports within a project, based on real-time information.

It helps to analyze the Progress, Issues, Showstoppers and Timeliness of any Project.

- Track the total work remaining
- Track the work completed or pushed back to the backlog
- Shows the statuses of issues over time (unresolved issues).
- Track the projected release date for a version



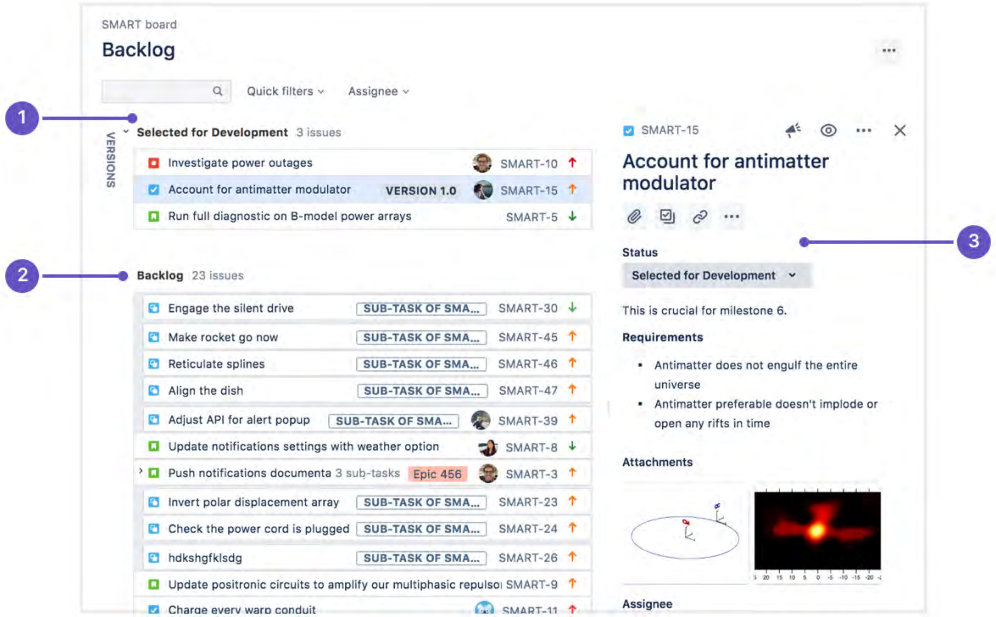
Tool selected to Best Practice

Shortlist (requirements)

It is a repository of the requirements collected and organized by:

- Audience (e.g. clinicians, patients, managers, etc.)
- Topic (e.g. Clinical areas, facilities, therapy treatments, etc.)
- Type (e.g. unmet needs, dreams, expectations, problems, etc.)
- Rank (e.g. prioritization – MoSCoW - Must, Should, Could, Won't)
- Status (e.g. implemented, not implemented, in progress)

CoP can share and track their shortlist to identify mutual requirements and work together to provide a solution.



Tool selected to Best Practice

Shortlist (requirements)

Input

- SCRUM method
- AGILE method
- User requirements
  - Questionnaires
  - Poll
  - Alexa

Output

- Requirements sources
- Requirements prioritization
- Requirements classification (types)
- Requirements status implementation
- Requirements implementation estimation

References

Jira Software

- Backlog

It is aimed to collect, prioritize and track requirements to define the project progress by highlighting which requirements have been implemented from which are not.

Tool selected to Best Practice

References

Jira Software

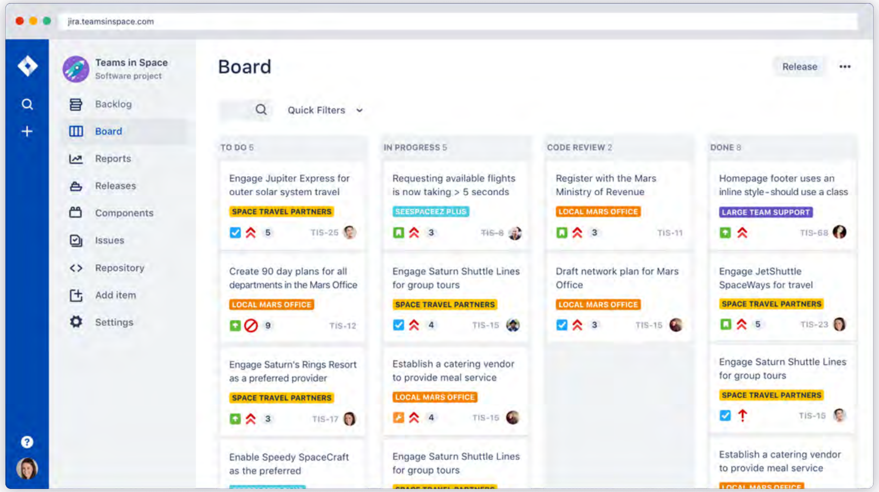
Activity Planner

When a project / team is defined, the system allows to:

- Create the activity and related scheduling
- Create related tasks of the activity and related scheduling
- Set up reminder
- Assign the task to teammate / collaborators
  - Attach resources and documents needed to perform the task.

Track the workflow of the activities and tasks by defining their status:

- To do
- In progress
- Done
- Reviewing
- Approved



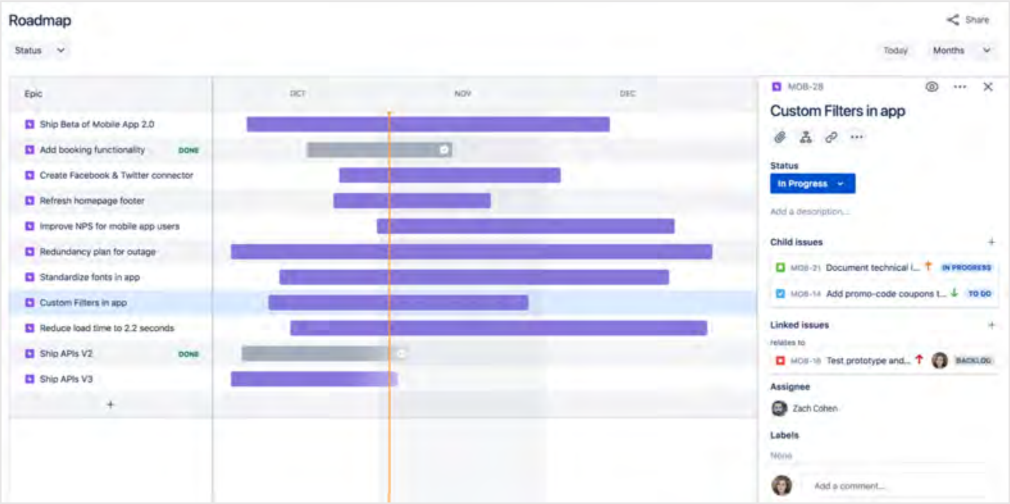
Tool selected to Best Practice

References

Jira Software

Activity Planner

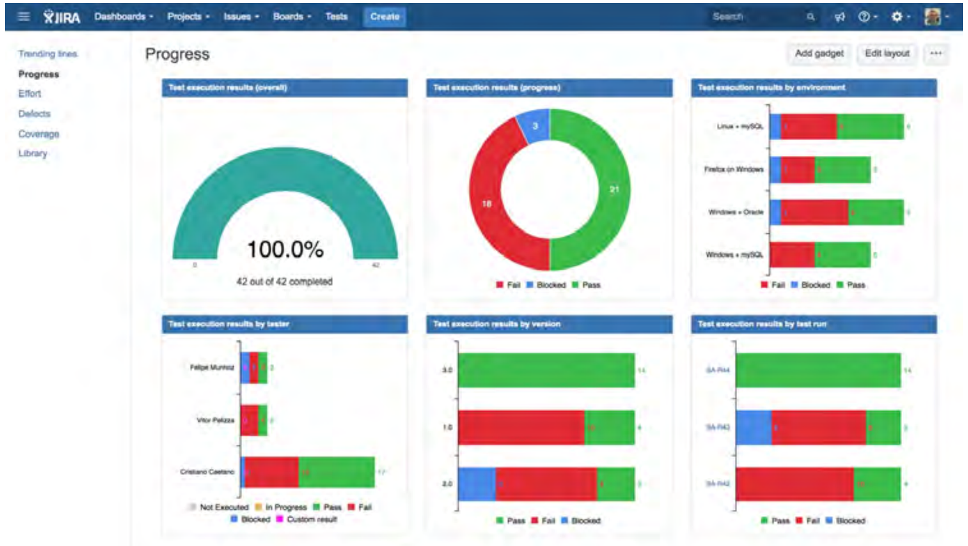
- Receive an alert when a deadline is coming
- Visualize the teammate in charge to perform the task
- Display the Gantt (Roadmap)
  [interactive Gantt chart shows dependencies and conflicts]



Tool selected to Best Practice

Activity Planner

- Report to display statistics about:
  - total work remaining
  - work completed or pushed back to the backlog
  - projected release date for a version



Tool selected to Best Practice

Activity Planner

Input

- Activities
- Deadlines
- Teammates

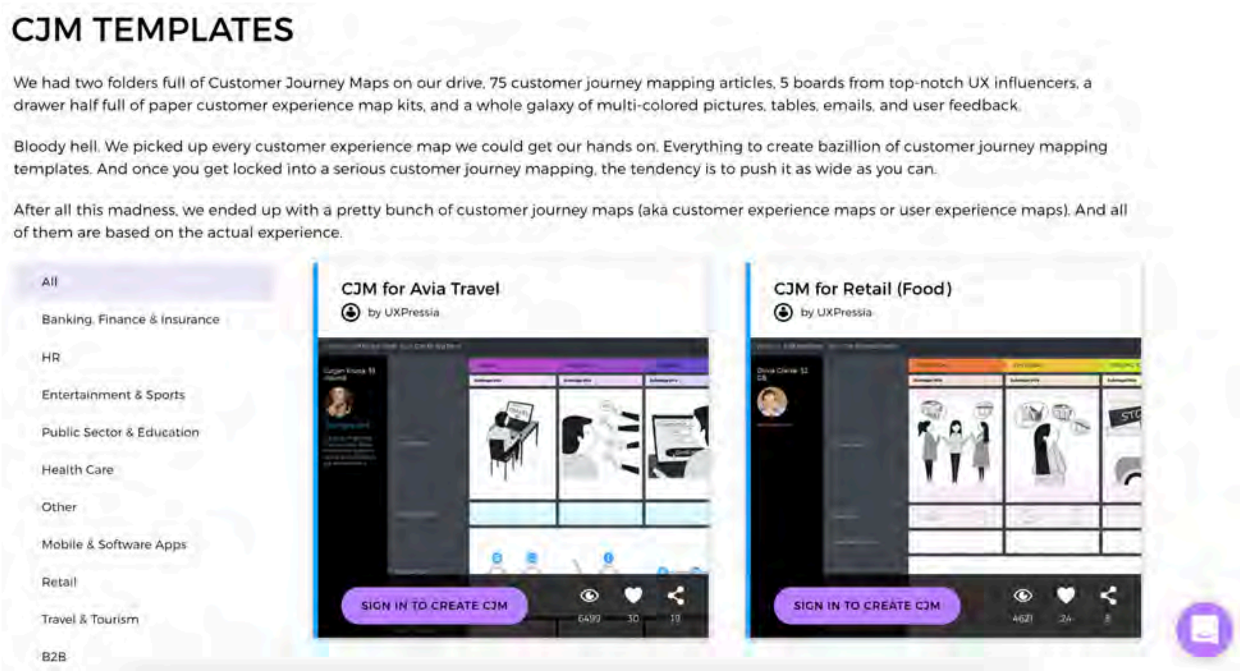
Output

- Activities & scheduling planned
- Activities assigned
- Progress-status of work

Name: UXPRESSIA

Description

It is an online platform that allows to work in a collaborative way: visualize, analyze, export and share user requirements (needs) for co-design activities to improve user experience.



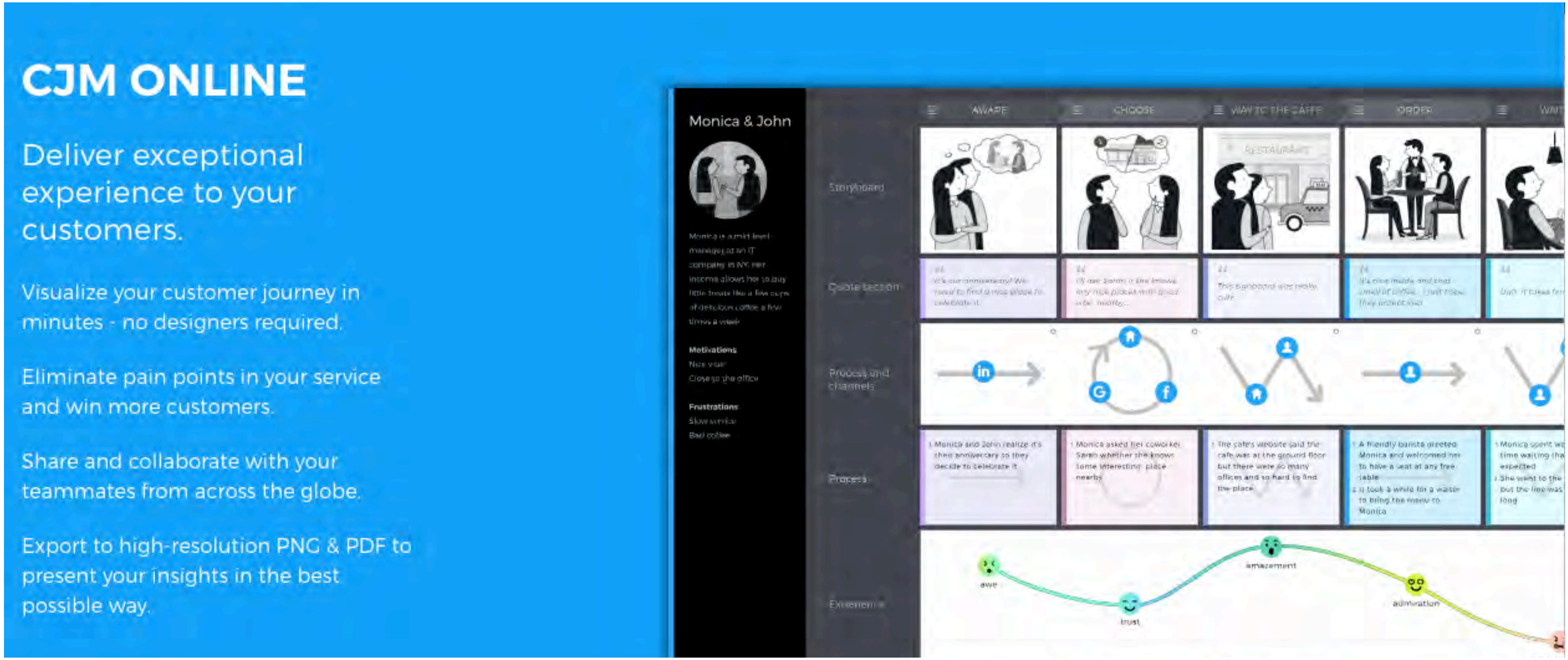
How could it be useful

- Journey map and Personas can be used during the needs assessment, but also along all the process.
- Impact map can be used to as activity planner

UXPRESSIA
EVERYTHING YOU NEED TO DESIGN THE PERFECT EXPERIENCE

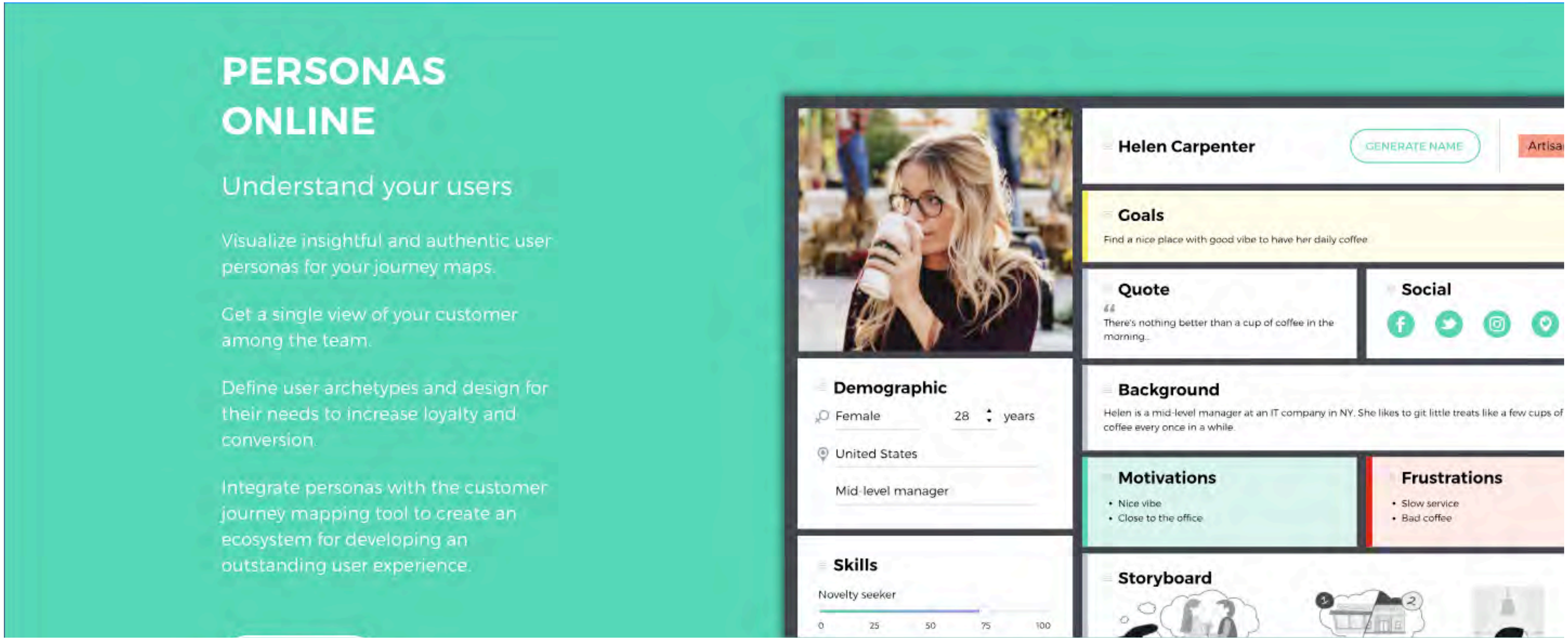
Journey map

It is a diagram that describe the stages of a customers experience through the service touchpoints. It helps to highlight customer sentiment, goals and pain point.



Personas

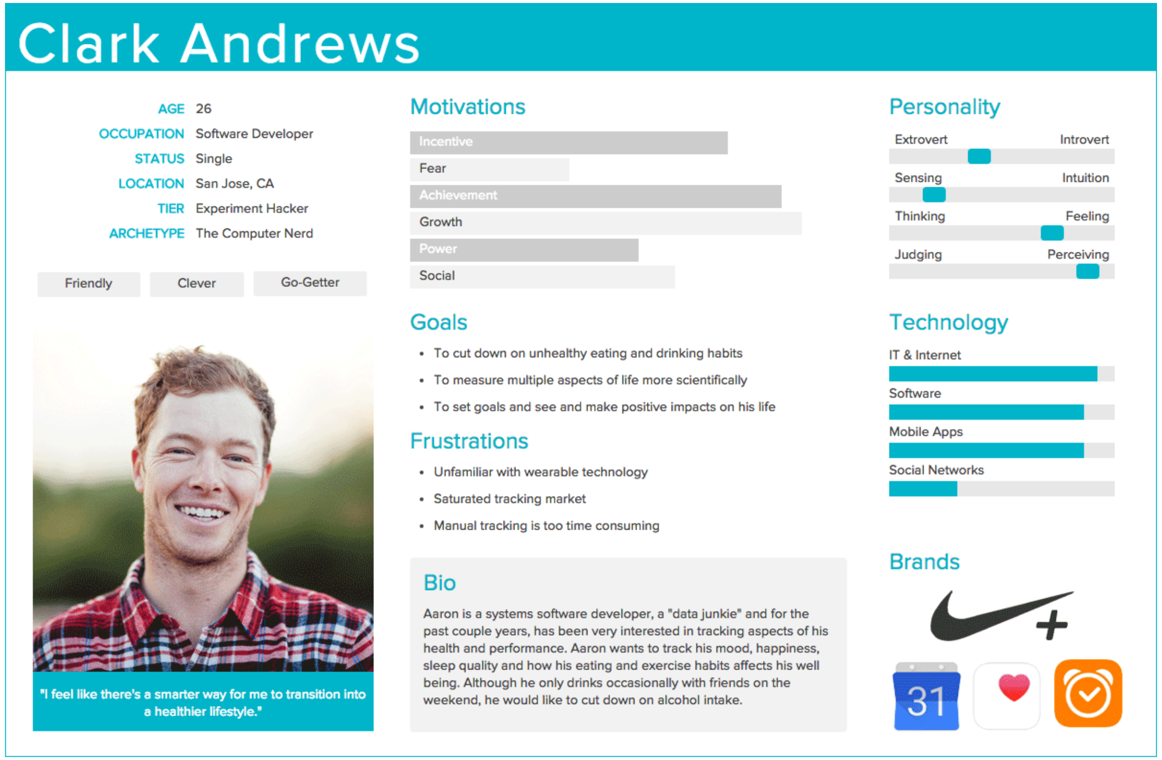
It is a tool aimed to create reliable and realistic representations of your key audience segments for reference, based on: needs, behaviours, goals, skills, etc.



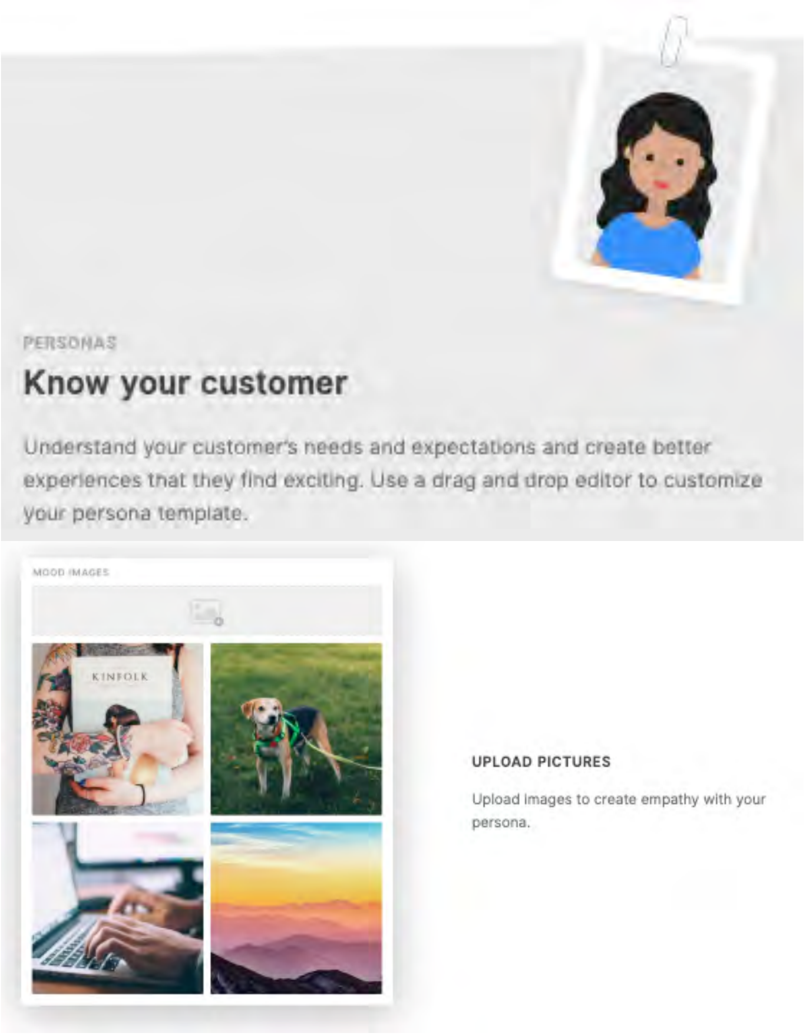
Tool selected to Best Practice

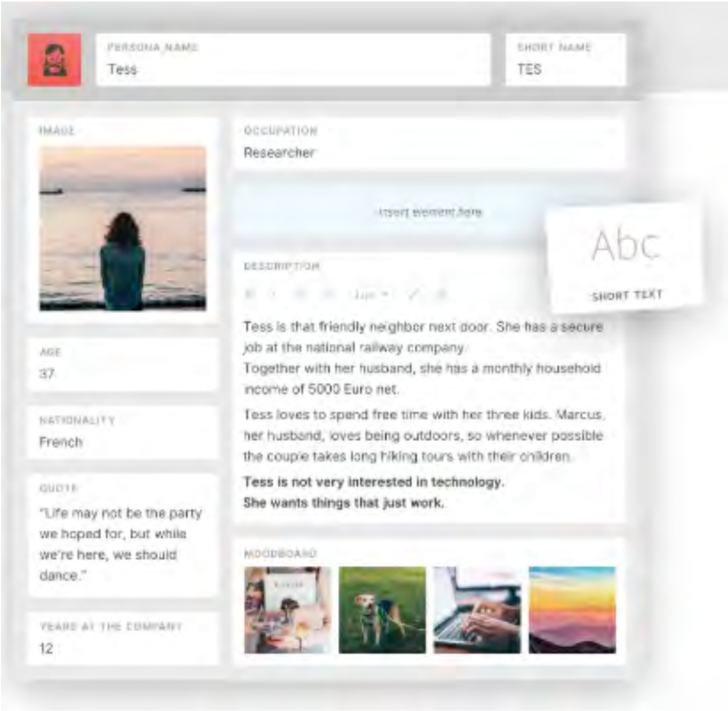
Personas [service design methodology]

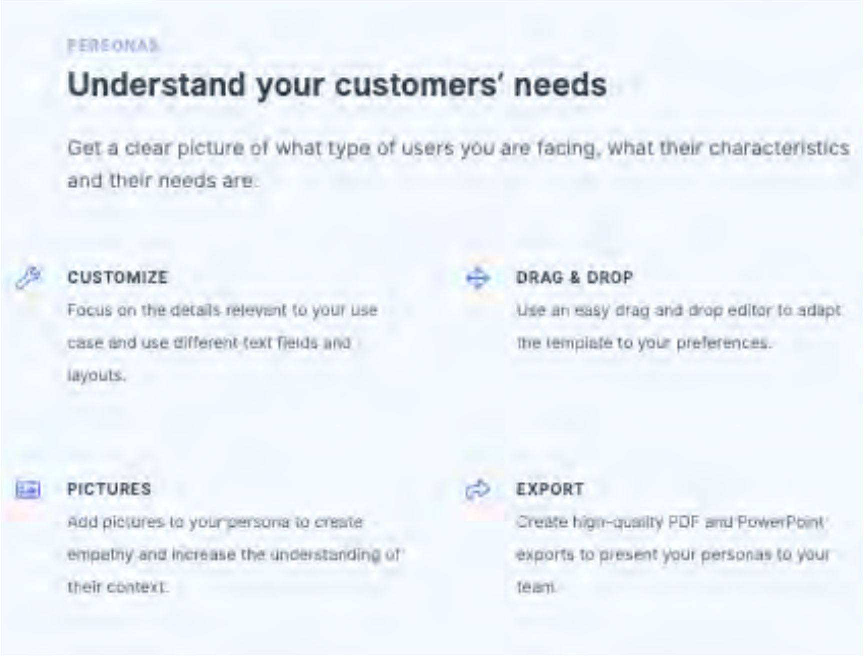
Personas is a tool used in the user-centred design process to summarize insights and information of the end users, to define their expectations, concerns and motivations.
It helps teammates to understand the main characteristics of the user or identify the different user types within the general audience to address strategic decisions focuses on specific needs and goals.



Features - Personas







Tool selected to Best Practice

References

Personas [service design methodology]

It allows to create a realistic representation of the key audience segment (e.g. "end-user") by extrapolating the info collected from polls, questionnaires and interviews, like:

- Gender
- Age
- Behaviours
- Background / education
- Skills / capabilities
- Needs
- Goals

Tool selected to Best Practice

References

UXPRESSIA

EVERYTHING YOU NEED TO DESIGN THE PERFECT EXPERIENCE

Personas [service design methodology]

Input

- User characteristics (demographic, behavioural)
  - Questionnaires
  - Interviews
  - Polls
  - Alexa

Output

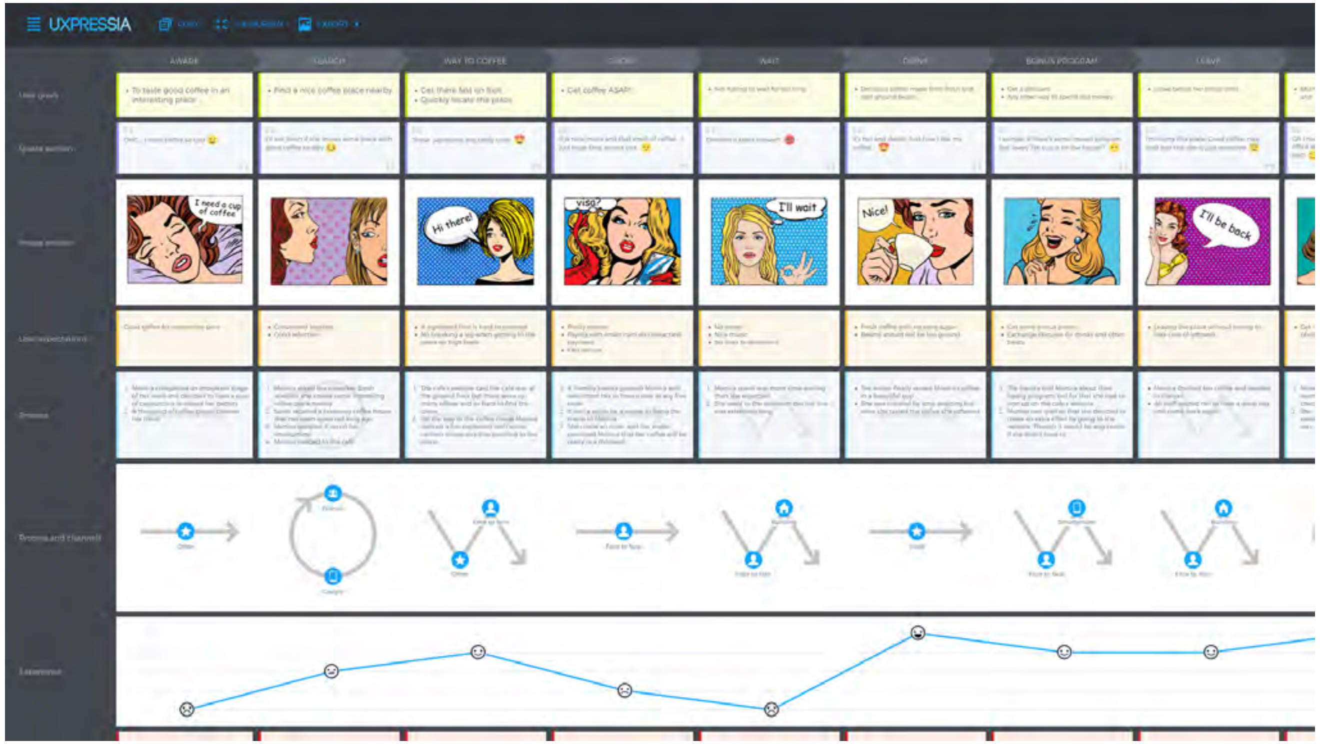
- User segmentation
- User prioritization
- User target

Collaboration Tools > Elicit / Organize/ Share requirements

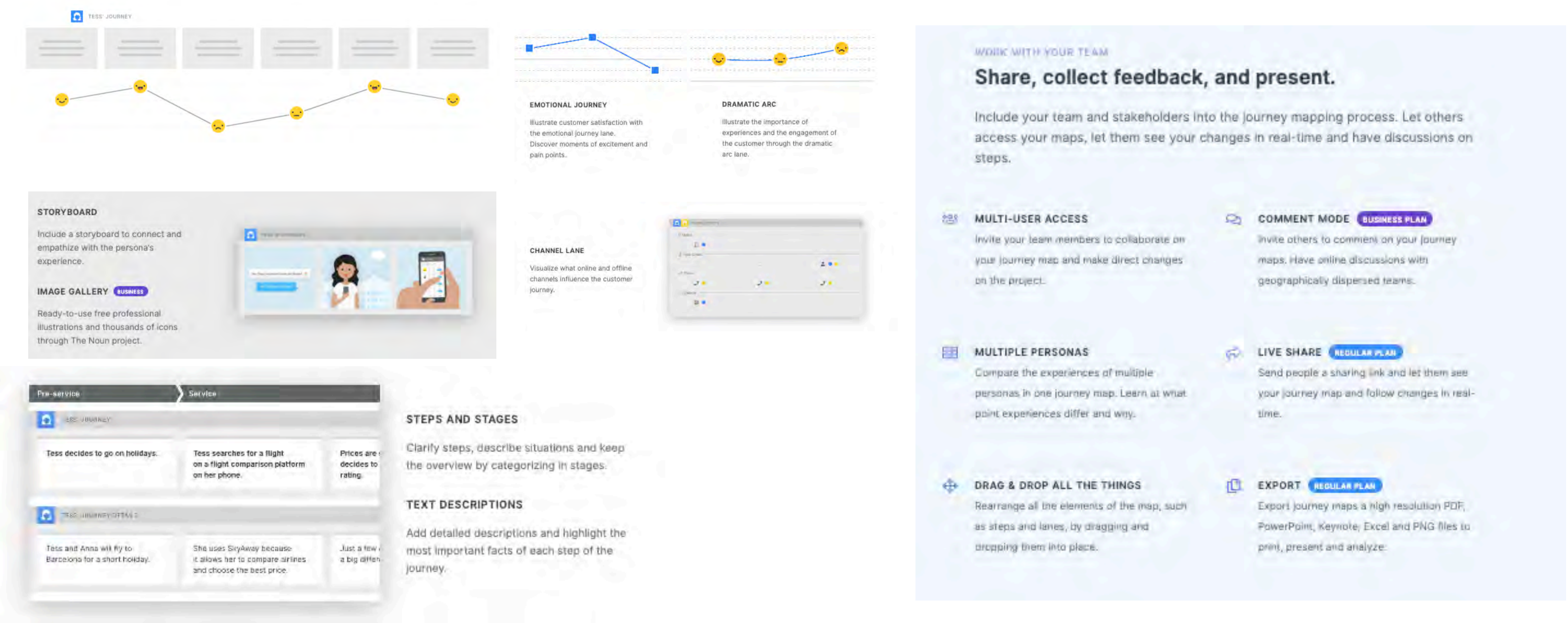
Tool selected to Best Practice

Journey Map [service design methodology]

It helps to represent how the user interacts with a product or service, understanding where might it fails.
By having a user experience's prospective visualization is possible to prioritize the main issues and discuss about the possible solutions.



Features – User Journey Map



Tool selected to Best Practice

Journey Map [service design methodology]

References

UXPRESSIA
EVERYTHING YOU NEED TO DESIGN THE PERFECT EXPERIENCE

Input

- Personas
- User characteristics (demographic, behavioural)
  - Questionnaires
  - Interviews
  - Polls
  - Alexa

Output

- User experience / interaction (chronological order)

Journey Map [service design methodology]

It allows to understand the user experience, describing its stages along a service or product interaction.
This visualization tool can be applied for several purposes:

1) Engaging directly the stakeholders in a co-design activity, to elicit information.
2) Summarizing insights and provide a mutual understanding, by analysing the info collected from polls, questionnaires and interviews to map
3) Envision future changes of the aspirational user experience, by considering the possible solutions and map:

- User Steps/Actions into the service experience / process
- Goals (reason to accomplish a task/action)
- Touchpoints (virtual or physical trigger that allows the user interaction with a service)
- Feelings (user experience satisfaction level along the interaction)
- Problems (what prevents a good user experience and can cause user frustration)
- Opportunities (what can be done to solve the problem)

smaply

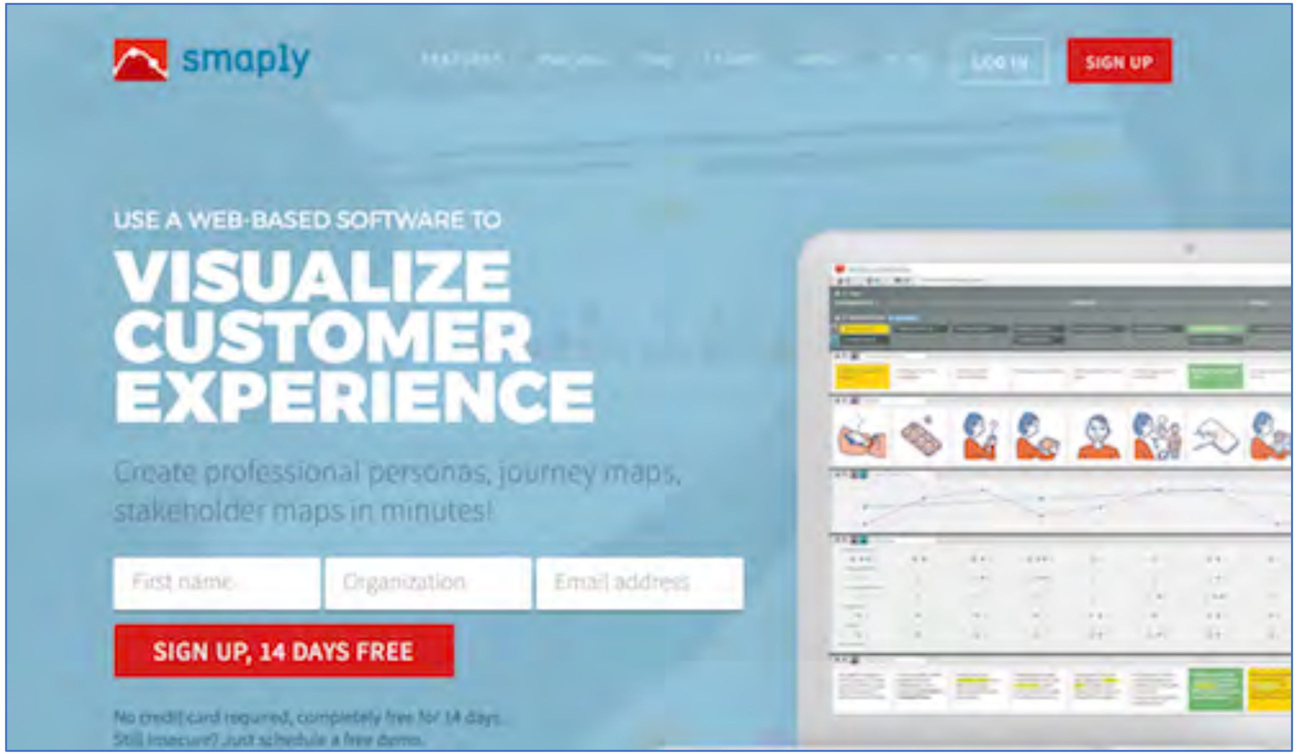
Name: Smaply

Description

Smaply is a highly visual customer experience management software that helps to map customer engagement and experiences.
The software helps companies get a clearer picture of metrics and parties that impact on their product.

The software has three main outputs:

- Personas,
- Journey maps
- Stakeholder maps.



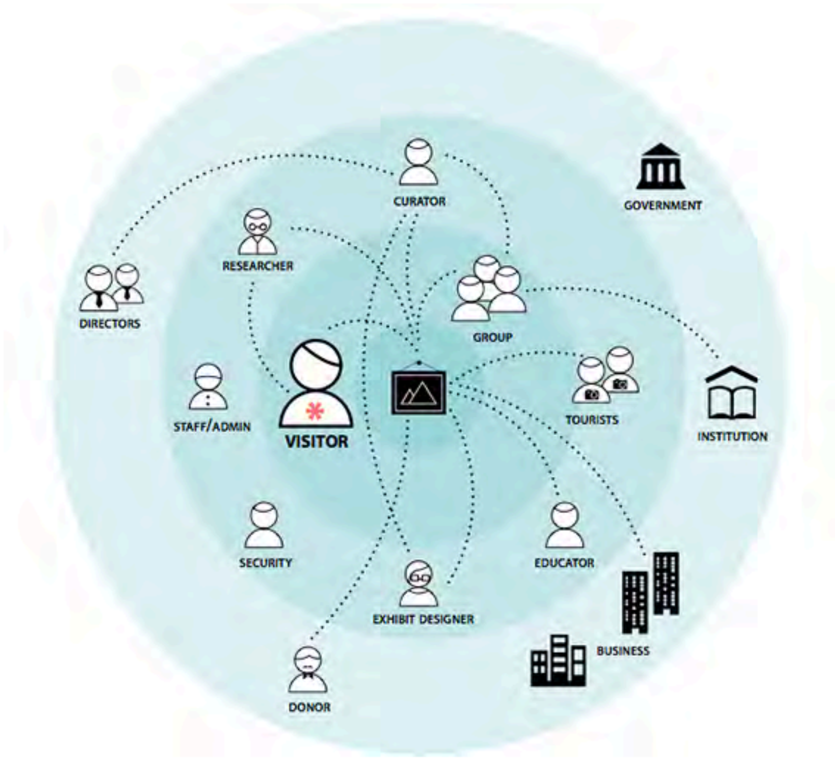
Collaboration Tools > Elicit / Organize/ Share requirements

Tool selected to Best Practice

Stakeholder Map [service design methodology]

In general, it allows to map, visualize and share the most important information and insights about the stakeholder ecosystem. Helps teammates to have a mutual understanding of the ecosystem and allow comparisons, it also supports strategic design about what stakeholders you want to focus on, based on their:

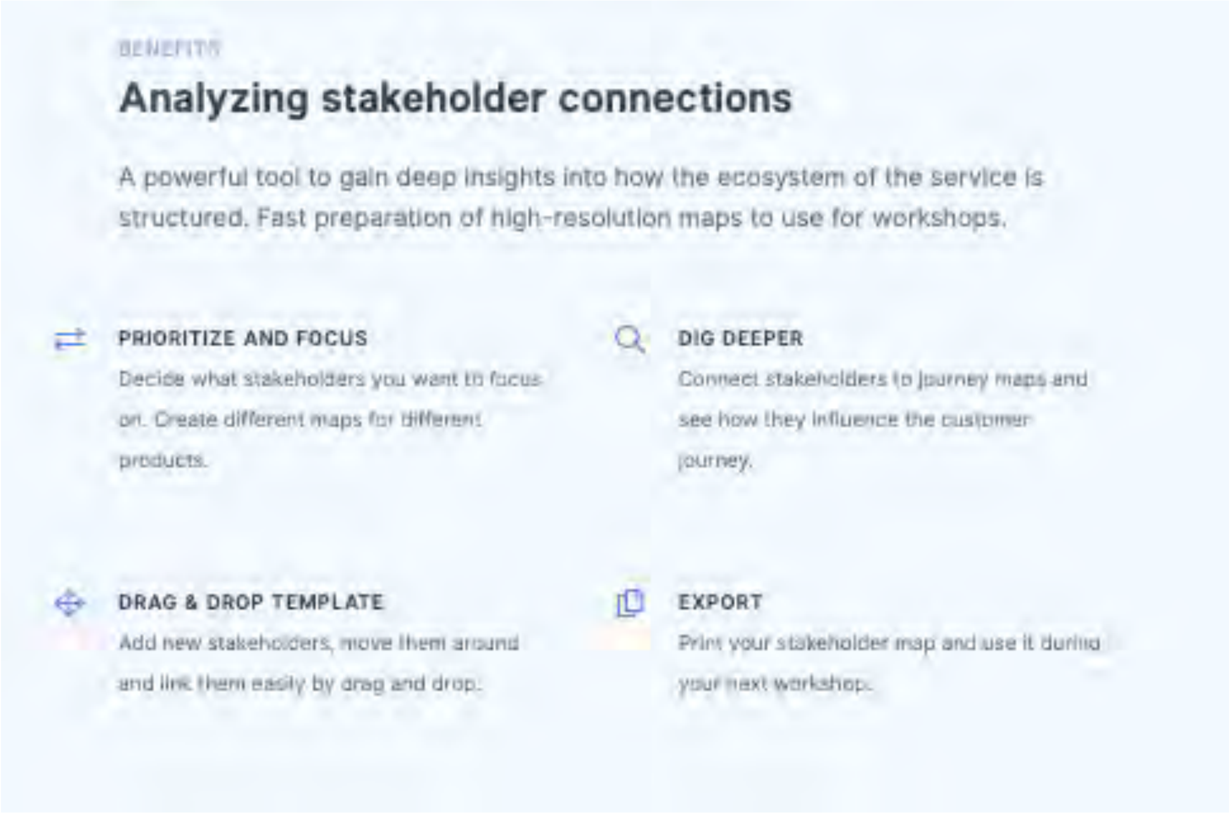
- Impacts
- Interests
- Relationships



Collaboration Tools > Elicit / Organize/ Share requirements

Features - Stakeholder Map

References smaply



Stakeholder Map [service design methodology]

References

smaply

It allows to understand how stakeholders are connected to each other, how they influence your product or service and use the insights to optimize your ecosystem.

This visualization tool can be applied for several purposes:

1) Engaging directly the stakeholders in a co-design activity, to elicit information and map together the various groups of people involved in a particular service/process to map their links, input, outputs, goals and issues.
2) Summarizing insights and provide a mutual understanding, by analysing the info collected from polls, questionnaires and interviews to map the various groups of people involved in a particular service/process to map their links, input, outputs, goals and issues
3) Envision future changes of stakeholder ecosystem, like number or type of stakeholder involved and their links, based on the possible solutions designed.

Tool selected to Best Practice

References smaply

Stakeholder Map [service design methodology]

Input

- Context / Framework
- Organization chart
- Set of questions

Output

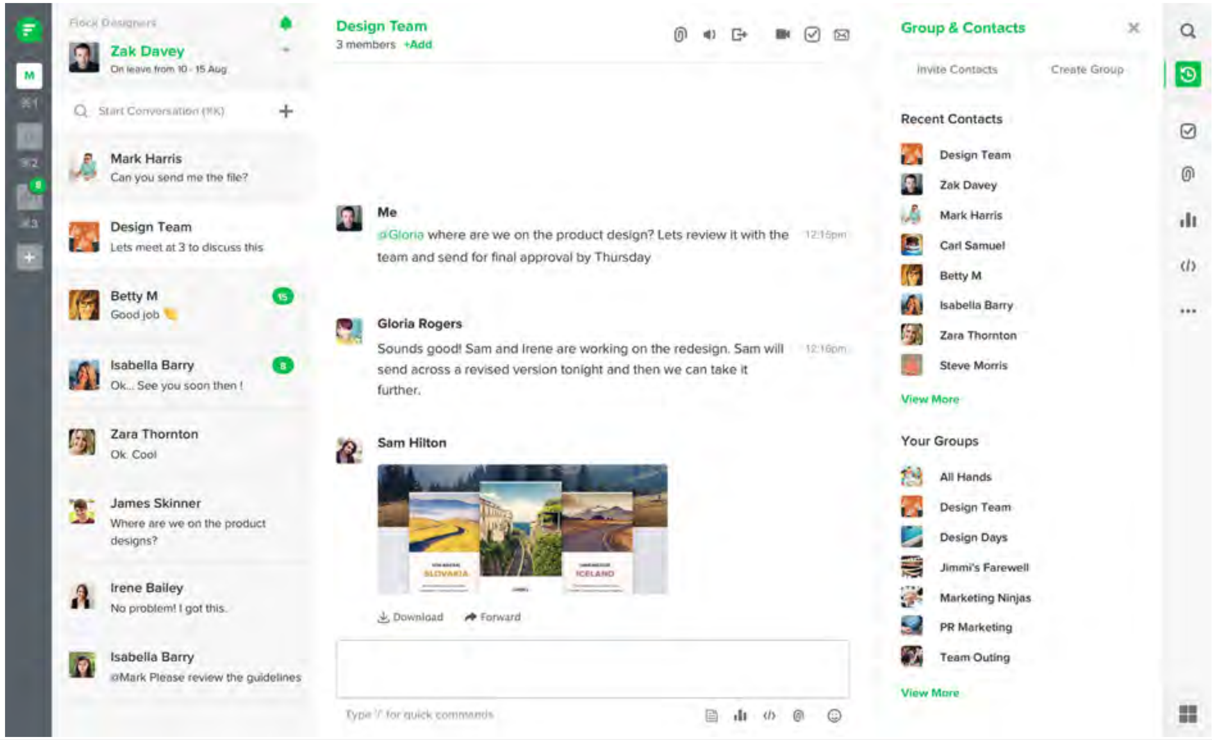
- Stakeholder role
- Stakeholder goals
- Stakeholder inputs/outputs
- Stakeholder actions
- Stakeholder relations
- Stakeholder issues

flock

Name: Flock

Description

It is a platform the support collaborative virtual environment to work, allowing discussions and decisions about common interests.



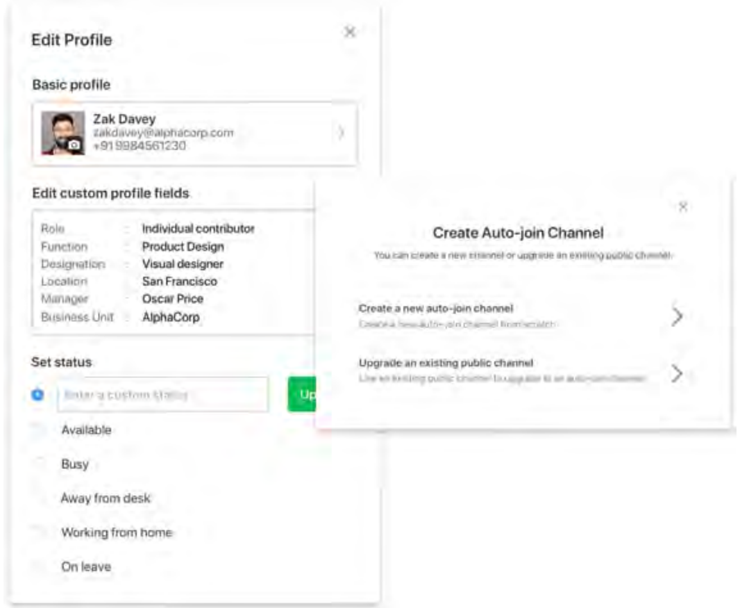
How could it be useful

- Create your community / team according to a project, topic, task, etc.
- Create private, public or group channels.
- Accessible with a mobile app (responsive)
- Integrated with Google analytics, Google Drive, Trello, Dropbox, twitter, Bitbucket

flock

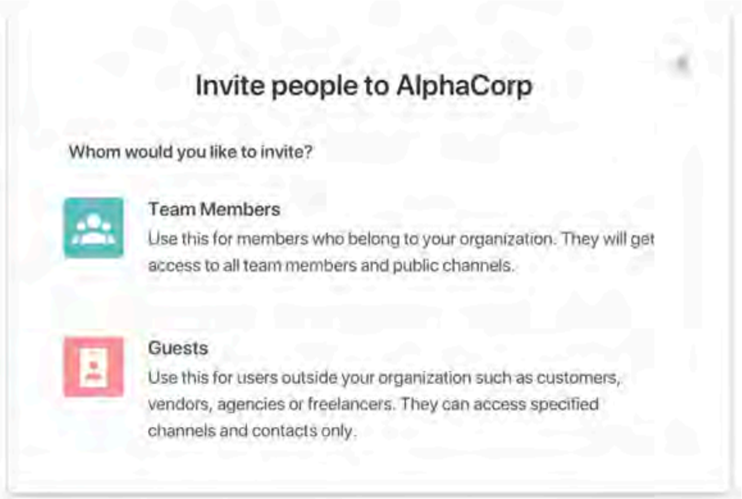
Channels (create community/team)

It allows to predefine membership rules for channels. Once set, any new employee who matches the criteria will be automatically added to the channel.



Invite team members/guests

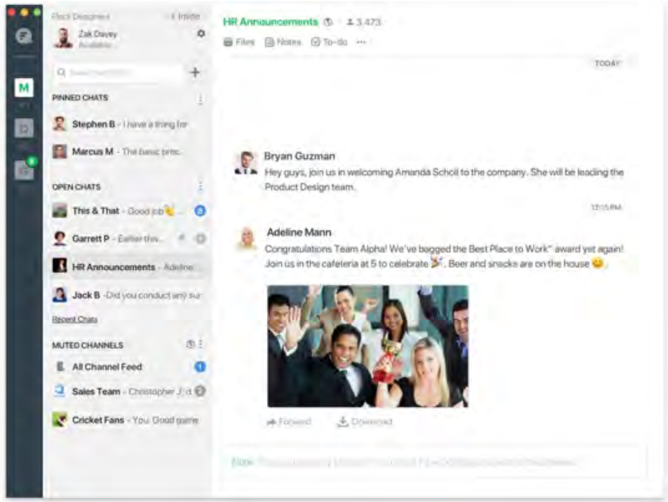
It allows to "include" into the team external figures, for example when is needed to work with vendors, but don't want to give them access to sensitive company information. It allows to simply add them as guests on Flock and specify the chats and channels they can access.



flock

Announcements

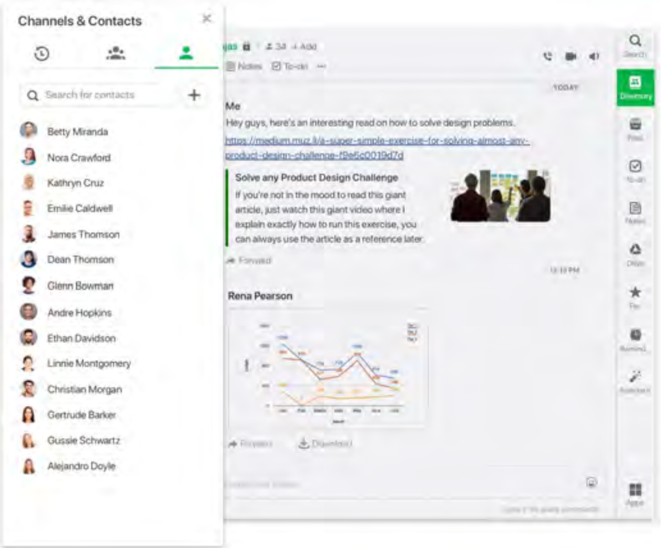
It allows the group admin to spread a message, contents, etc. into all the channels.



Communication lines

Company directory

It allows to have access to the entire company team directory to reach any employee. (helpful to find experts to include for a PCP)



Build up the community

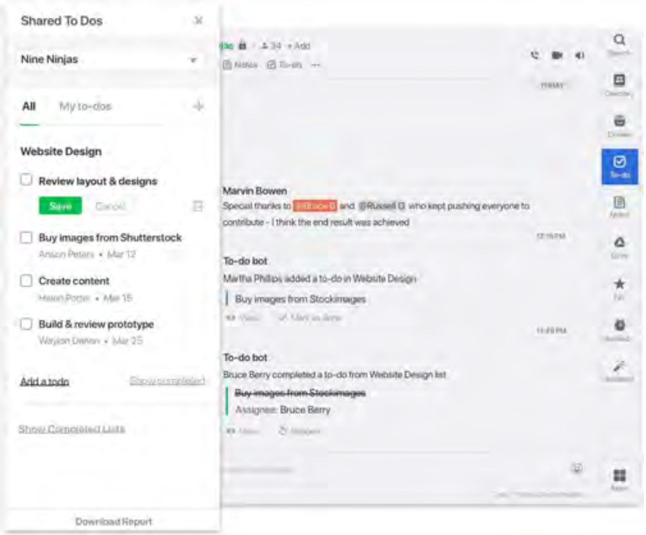
- Add experts

Collaboration Tools > Build up community / team, Communication Lines

flock

Shared to Dos

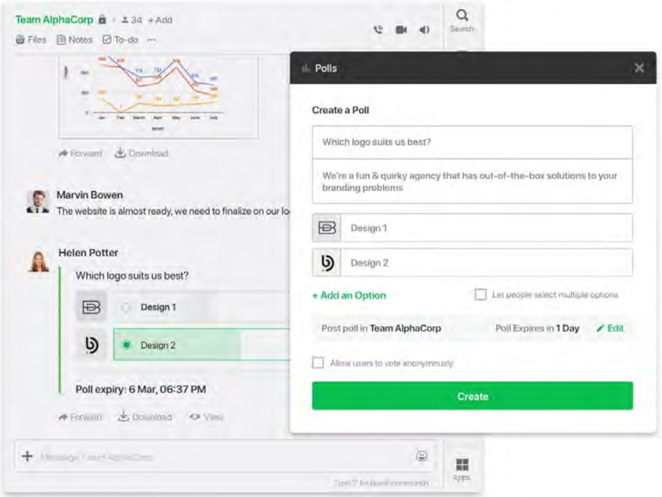
It allows to quickly turn discussions into tasks, specifying who has to perform it and deadlines. It also allows to set up a reminder to eventually check the work in progress.



Activity Planner

Poll

It allows to post a question on a specific channel and allow users to vote anonymously. Polls are automatically updated across channels and you can download a vote tally to get the final overview.

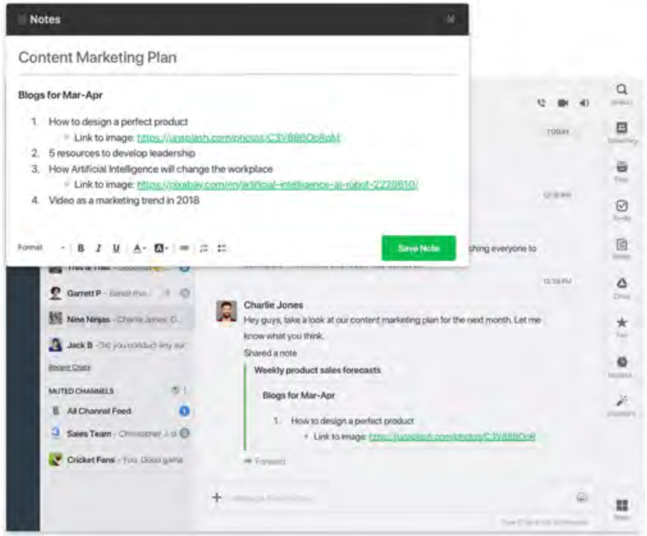


Streamline Decision

flock

Notes

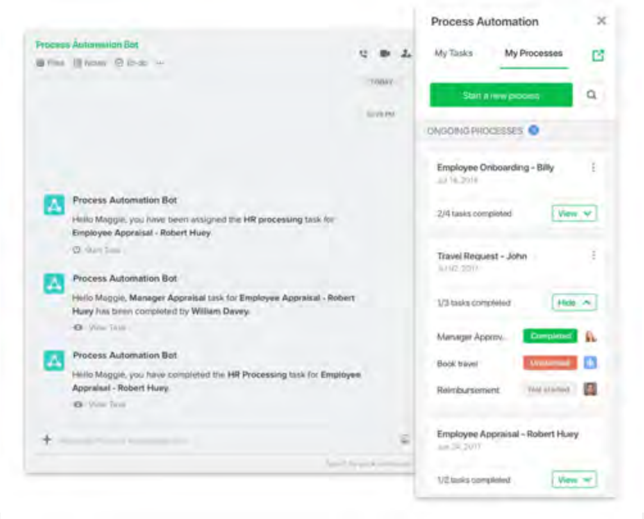
It allows to create a virtual “post it” and share it with the rest of the teammates. Anyone you've shared the note with can make edits, and all the changes will be updated across the chats you've shared the note in.



Communication lines

Process Automation

It allows to manage and automate workflows, like reimbursement claims and IT requests. Receive real-time updates on tasks that you're a part of, right within Flock.

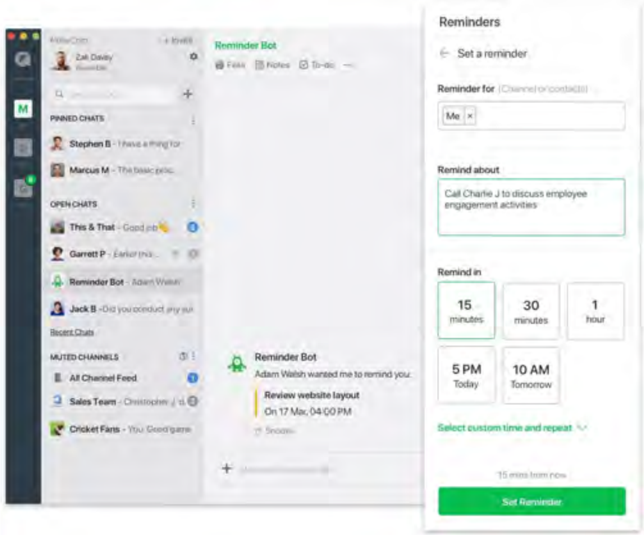


Streamline Decision
Activity Planning

flock

Reminder

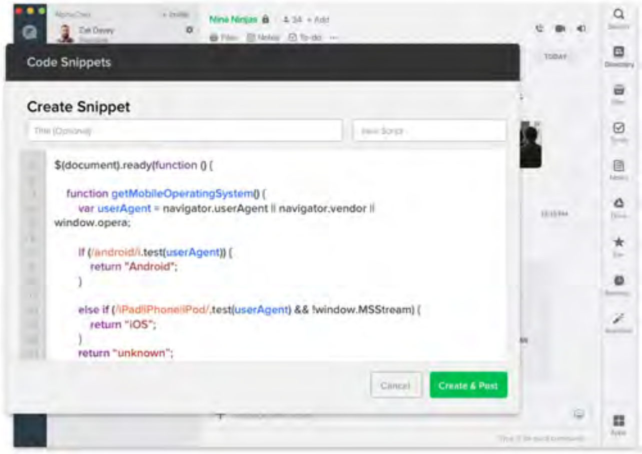
It allows to set up a reminder against any message in a chat, or via the command. A reminder can be set for all channel members in one go as well. (integrated with Google Calendar).



Activity Planning

Create Snipped

It allows to code and share it with the rest of teammates.
Flock automatically detects code language and syntax, making it easier for everyone to read and review your snippets.



Collaboration -Developers

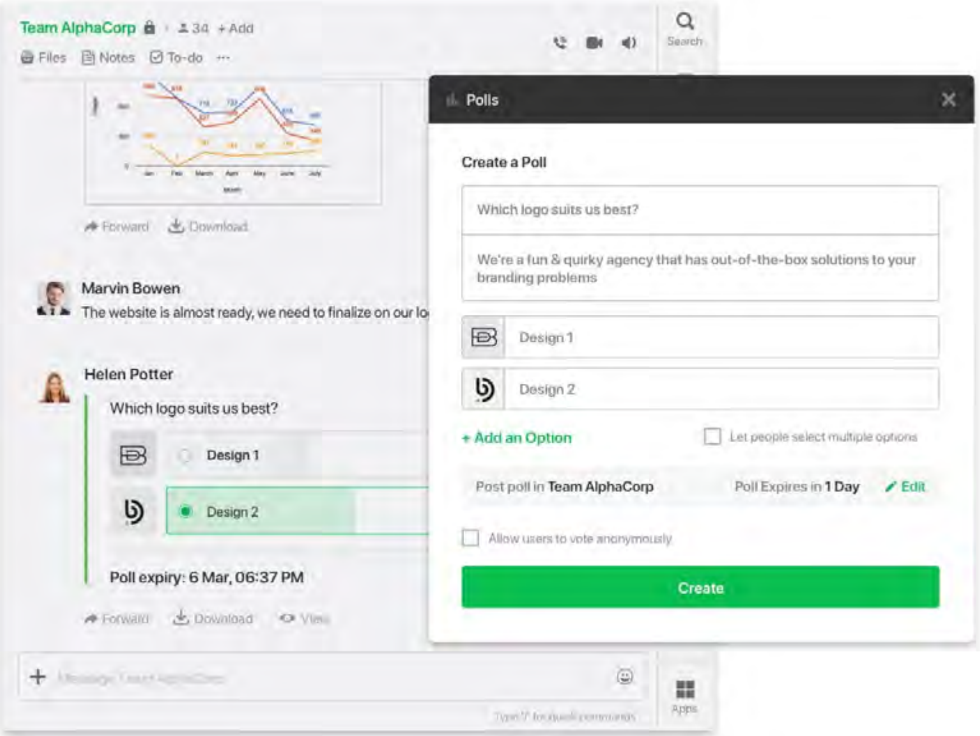
Tool selected to Best Practice

Poll

CoP via PIPPI can elicit continuous feedbacks and performance evaluations of the hospital services to collect, cluster and rank unmet needs and populate the related "shortlist".

It can be used by the hospital to identify unmet needs according:

- <u>Audience</u> (e.g. clinicians, patients, managers, etc.)
- <u>Topic</u> (Clinical areas, facilities, therapy treatments, etc.)



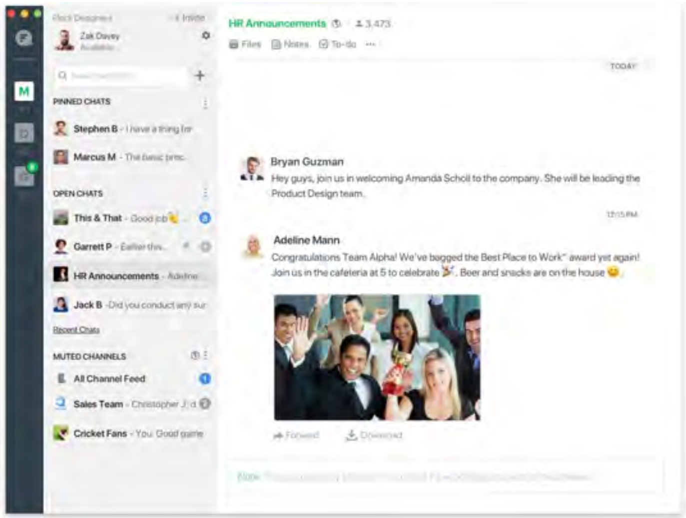
Tool selected to Best Practice

References

flock

Create the team

It allow to send an invitation to create a multidisciplinary team of experts that can work in a collaborative and virtual environment, allowing discussions and decisions about common interests.



<u>Channels</u>

Having set up the team (name, purpose, sub-groups, etc.), the system allows to create specific channels to communicate (team, sub-group, individually).

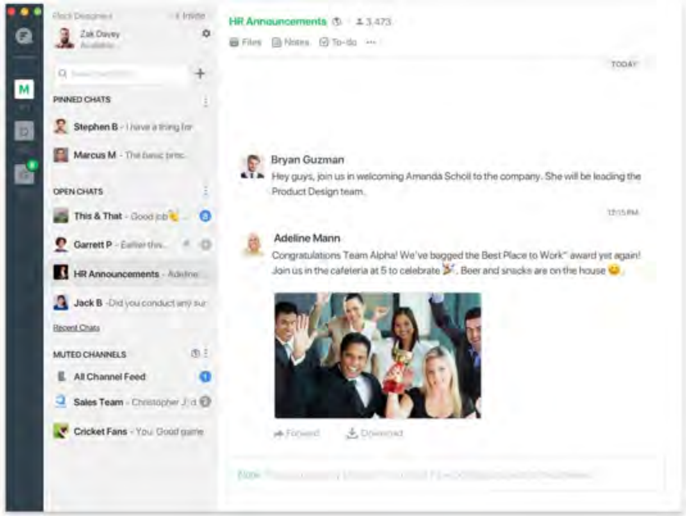
Tool selected to Best Practice

References

flock

Create the team

- Set up predefined membership rules for channels
  Once set, any profile who matches the criteria it will be automatically added to the channel.
- Announcements
  It allows the group admin to spread a message, contents, etc., into all the channels.
- Notes
  It allows to create a virtual "post it" and share it with the rest of the teammates.



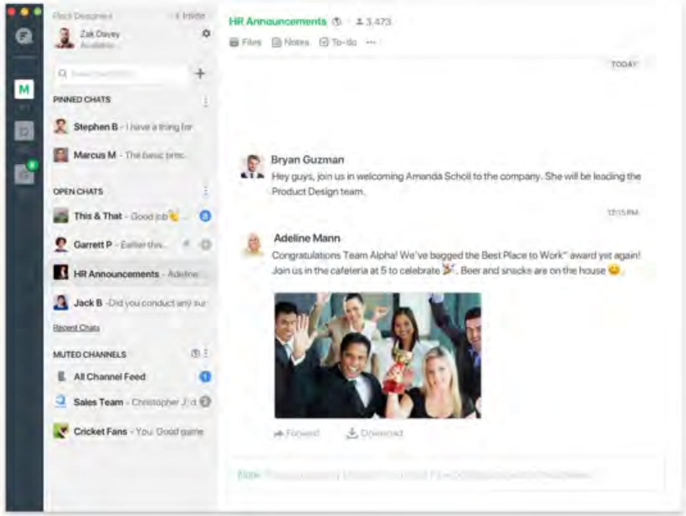
Tool selected to Best Practice

References

flock

Create the team

- Process Automation
  It allows to manage and automate workflows, like reimbursement claims and IT requests. Receive real-time updates on tasks that you're a part of, right within Flock.
- Reminder
  It allows to set up a reminder against any message in a chat, or via the command. A reminder can be set for all channel members in one go as well, (integrated with Google Calendar).



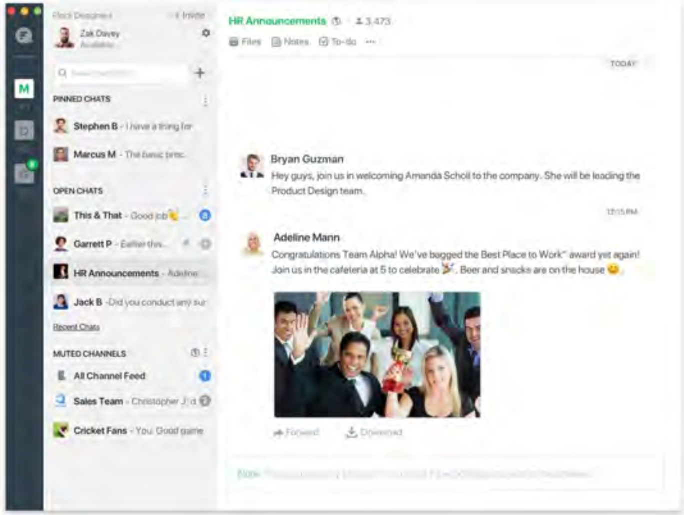
Tool selected to Best Practice

References

flock

Create the team

Input	Output
o Registered users	o Community • Team • Communication channels (dedicated)



Wrike

Name: Wrike

Description

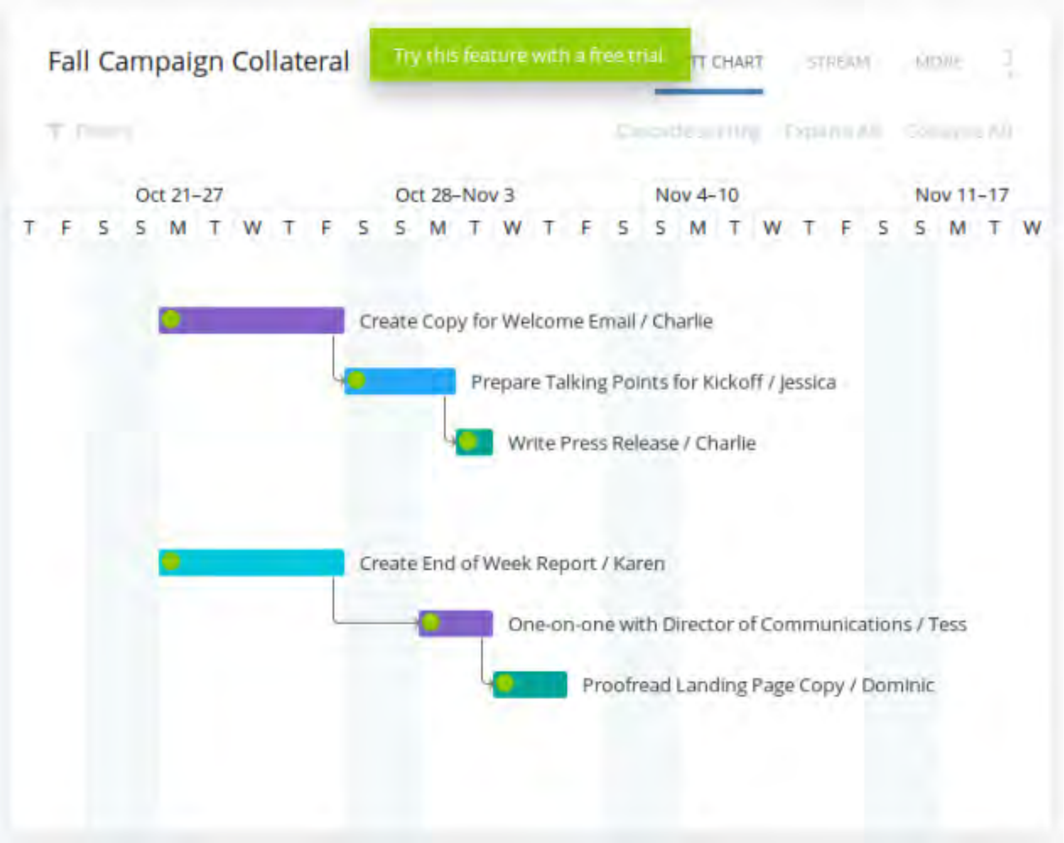
It is an online project management platform designed for:

- *Marketing teams*
- *Creative teams*
- *PM teams*

By providing a communication context to put stakeholders in one place.
Create strategic action plans and synchronize schedules, e-mails.

How could it be useful

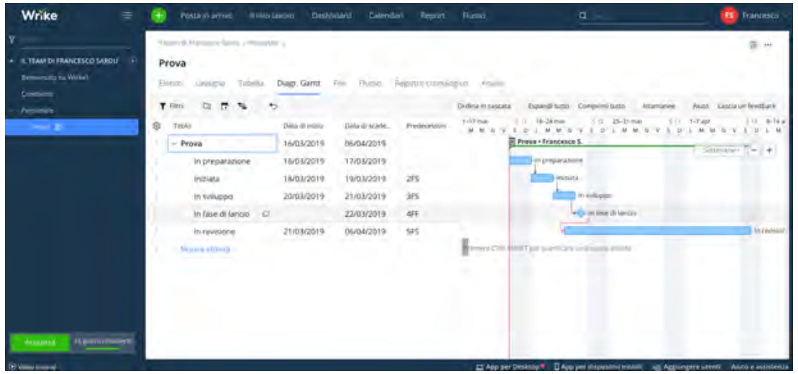
- Create a team
- Role-based access control (access to the community)
- Project Planning (manage workflow: collaborator, team)
- Invite Collaborator (assign tasks)
- Share Report
- Coordinate marketing campaign, dissemination
- It works also for mobile (responsive)



Wrike

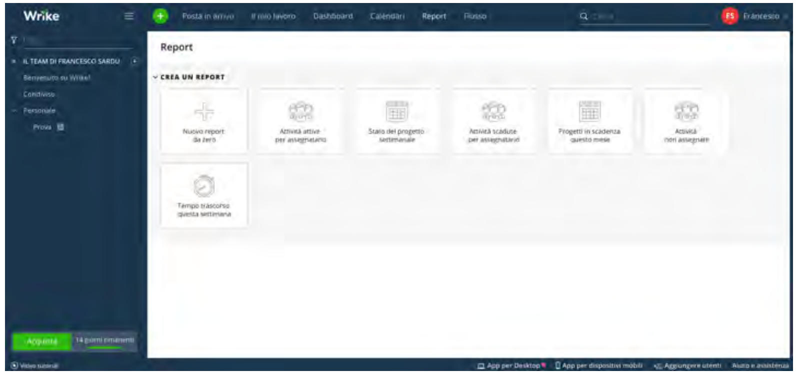
Project Organization, Planning, and Tracking

The interactive Gantt chart shows dependencies and conflicts, with items that can be easily adjusted within the chart. Dashboards are customizable and allow users to see only what they want to see. They are able to set priorities straight and keep goals in sight. Custom workflows show a clear picture of work progress, without the need for status update meetings or emails.



Collaboration and Reporting

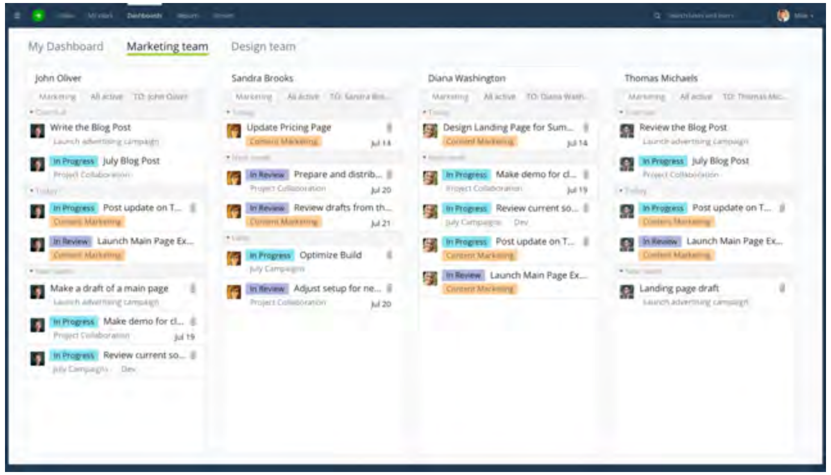
It enables team members to discuss details of their tasks and project within the context of their work. It includes a proofing and approval tool that allows for faster review and approval of digital images and documents.



Wrike

Dashboard

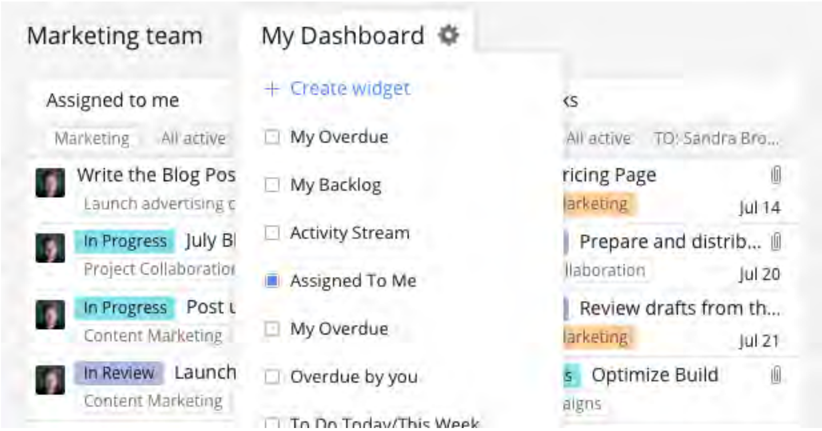
The place to manage individual and collective work. Combining in a single place the commitments, their status and teammates in charge to perform it.



Review & Approvals

It enables team members to simplify the approval and feedback cycles by providing the complete context.

- Highlight parts of images, videos and documents to add comments.
- Receive approvals in time while maintaining a registration system.



Wrike

Features

It offers several pre-defined template / models of Gantt to plan the activity, according the purposes:

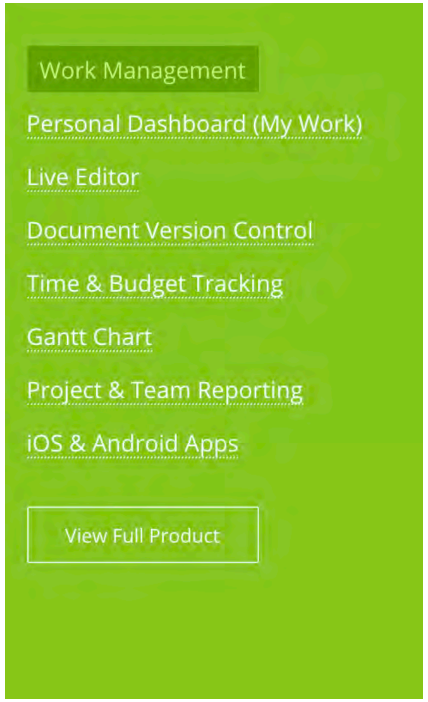
- Marketing, Design, Project management

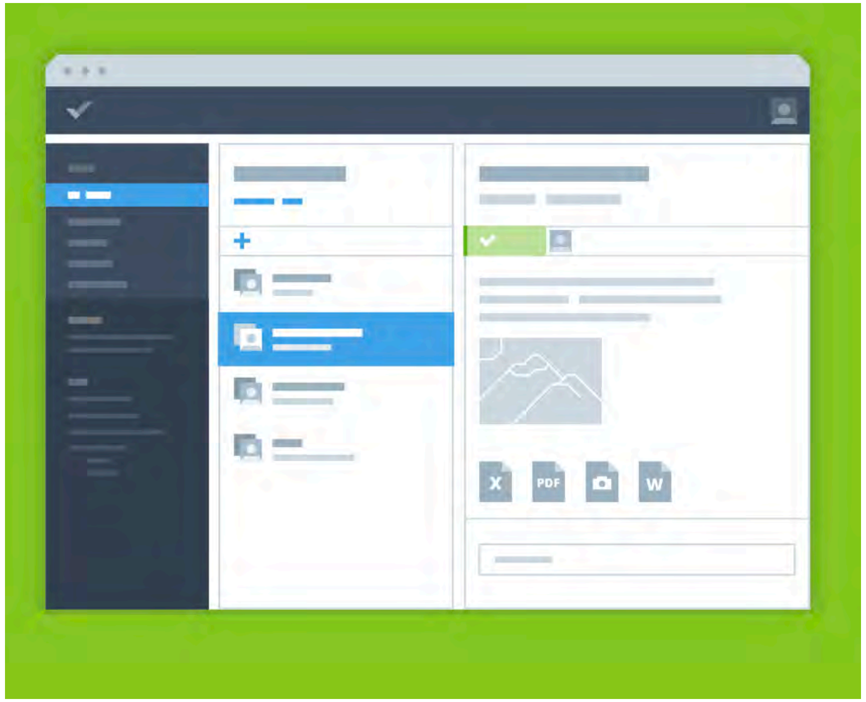
When a model is defined, the system requires to specify:

- Name of the activity
- Schedule / deadline
- Create the tasks of the activity and related scheduling
- Assign the task to collaborators (build up a team)

Wrike allows to manage:

- Email (synchronize communication)
- My work (activity tracking: in progress, done, to be defined)
- Gantt / Calendar (dynamic: interact according the changes, noticing conflicts on deadlines etc.)
- Report (it allows to create text documents and specify the activity, collaborator of reference to automatically address the contents to the dedicated audience





References

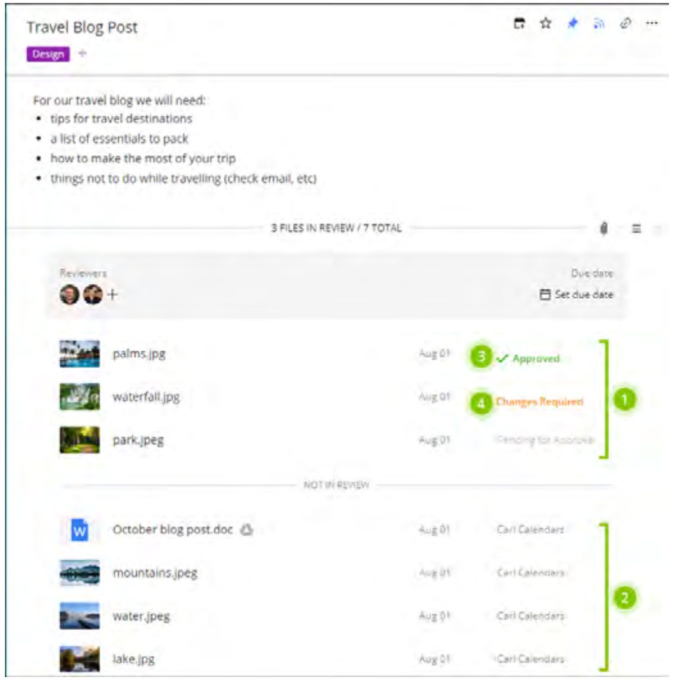
Wrike

Tool selected to Best Practice

Review & Approvals

It allows teammates to ask or generate feedbacks or approval about a certain topic, like:

- document report
- map
- images
- etc.



Tool selected to Best Practice

References

Wrike

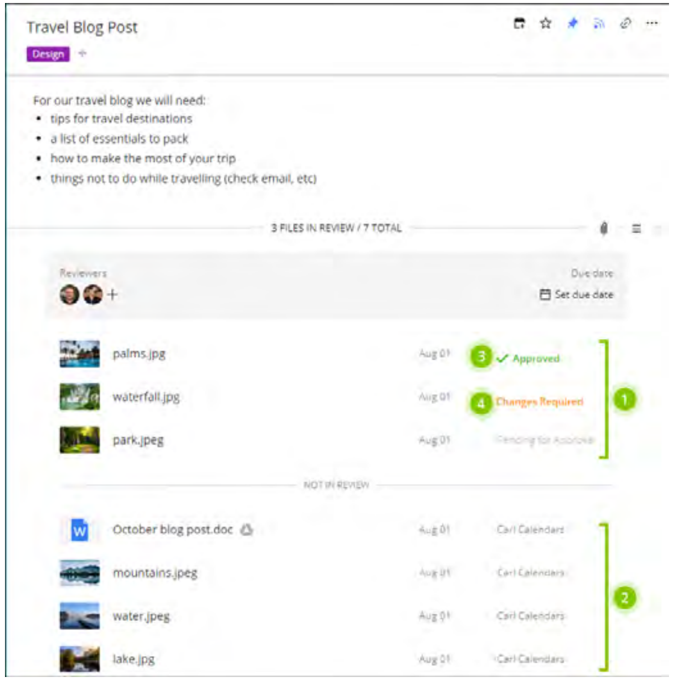
Review & Approvals

Input

- Activities
- Deadlines

Output

- Activities & scheduling planned
- Activities assigned
- Progress-status of work



Name: Trello

Description

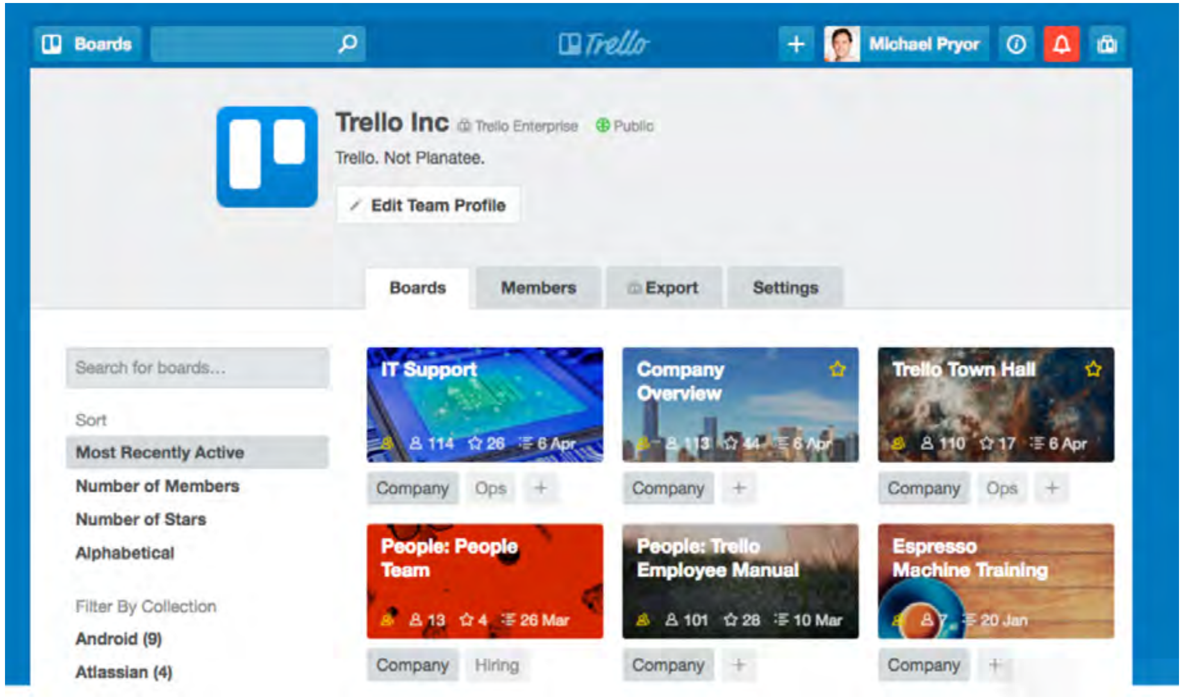
It is a web tool that allows to create “boards”, basically a virtual space that represent a project. Inside a board is possible to create a “list” that represents a macro step of the project (i.e. a work package). Inside a list are contained the “cards”, basically the single tasks.

How could it be useful

- Backlog (needs assessment).

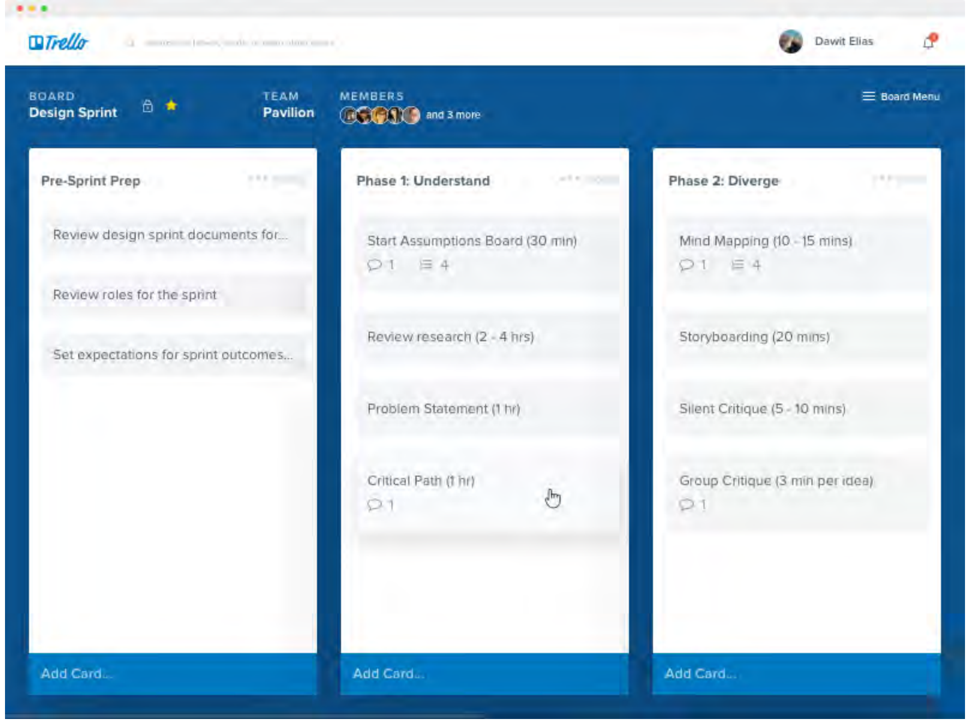
The concept of boards, list and cards can be applied to track all the activities needed into a innovation procurement process.

- Accessible with a mobile app (responsive)
- Integrated with Dropbox Salesforce, Slack, GitHub, Evernote e Google Drive

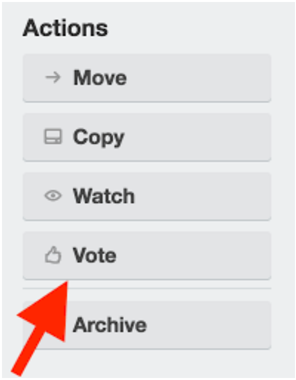


Checklist (boards, lists, cards)
It allows to create and check which are the tasks to perform and which are already performed. Also assign the person in charge, define a deadline and priority for each task. Moreover, it allows to attach documents or resources needed to perform the task.
A board can be private or public.

- *Card aging*: when a task (card) has been ignored for a certain time, it will appear like an old photo.
- *Calendar*: It allows to visualize all the tasks planned



Voting
It allows other teammates to express a vote into a task.

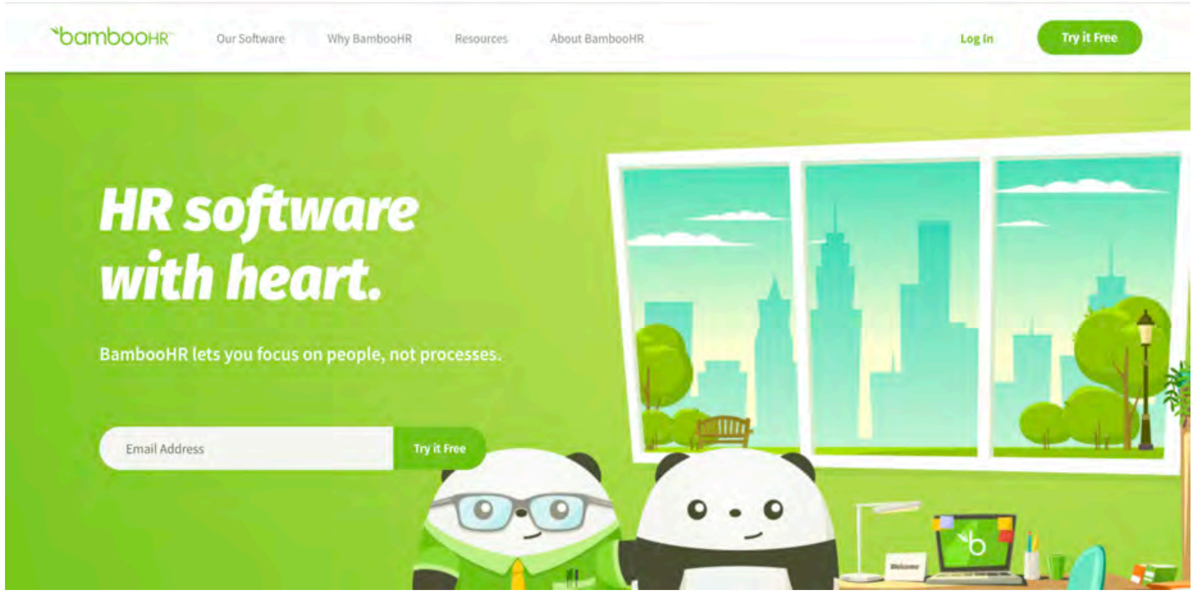


bambooHR™

Name: Bamboo HR

Description

It is a platform that collects and organizes all the information about employee life cycle, providing insights to focus on important people assets.



How could it be useful

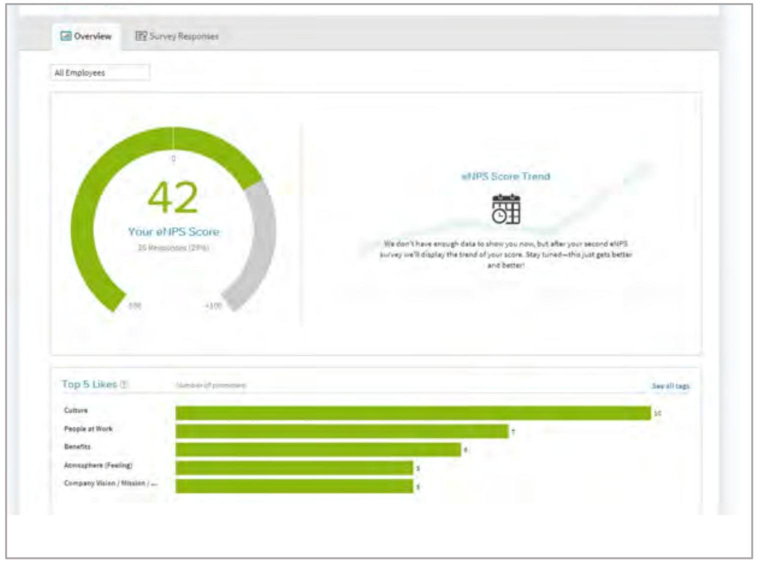
- Browse experts: capabilities, experience (local, national, EU), domain, geographic location, streamline decision processes, assign/evaluate tasks (compile documents)
- Streamline decision processes
- Support to perform tasks (compile documents)

bambooHR™

People Data & Analytics

It is a repository database that allow to perform queries and obtain customized reports / outputs (via a dashboard/filter). It tracks HR information, such as personal data, PTO, employee training, job responsibilities, benefits, contact information, hiring checklists, documents and much more.

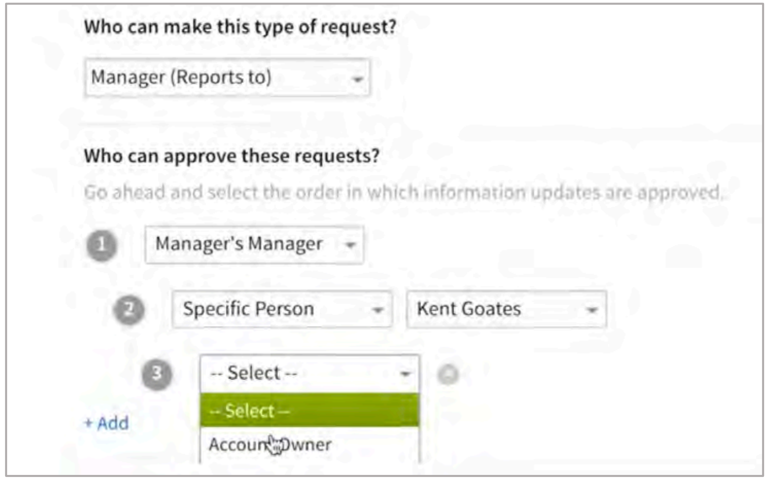
It allows to identify people within your own organization who have the skills to fill a vacancy or be part of a project team.



Work flow – Streamline decisions

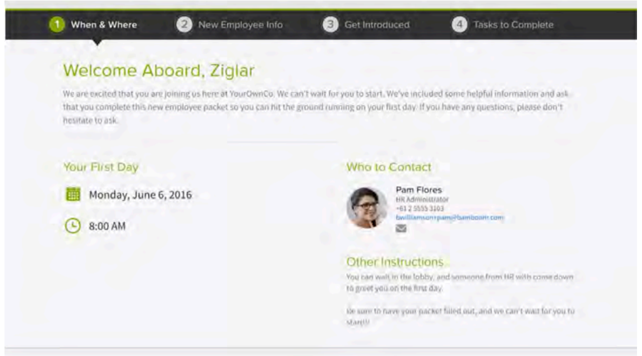
It is a tool that helps to streamline decisions (automate delegate).

It allows to set up a question or decision to be approved and invite all the stakeholders needed to provide a feedback (can assign up to five different people). The software manages from approving time-off requests to updating employee information (i.e. promotion, PTO requests). It allows to assign people to fill in their own information, ensuring the data going into the system is as accurate as can be.



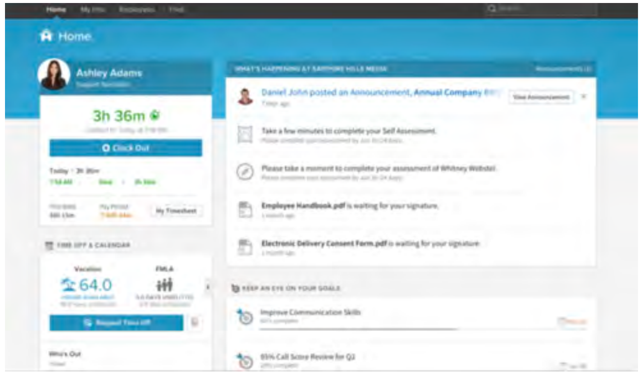
Collaboration Tools > Activity Planner, Analytics

bambooHR™



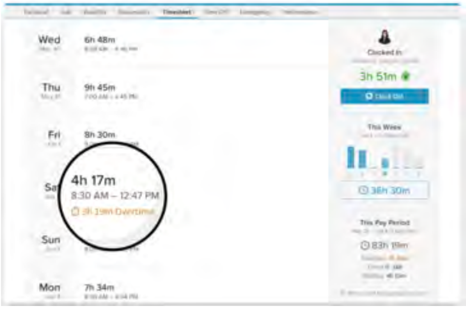
On Boarding (Create better first days)

It is a tool that provides to the employee a kind of starter pack, with instructions, resources, electronic signature, etc. to perform a task.



Time Tracking

It is a tool that support to track the time/effort spent by the employee for a certain task and calculate the payroll.



Automated reminders (Communication)

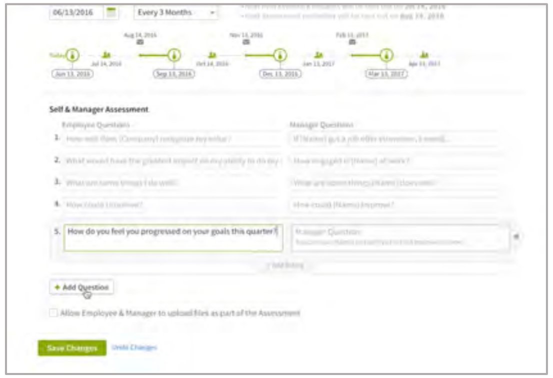
It is a tool that allows to set up reminders.

By selecting the method and frequency, it will send reminders to you and your employees to help the process running smoothly.

bambooHR™

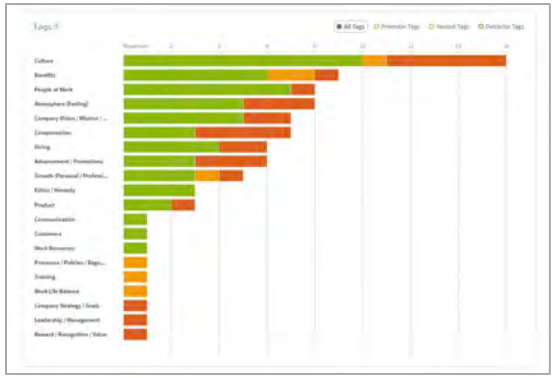
Performance Reviews

is a tool that allows the employee to create a question / item where is needed a feedback from a selected audience (e.g. managers). Automatically provides reminders and notifications alerting for: new comments, goal progression, and goal completion. Information are used to evaluate employee and team performances along the time and track progresses to further promotions.



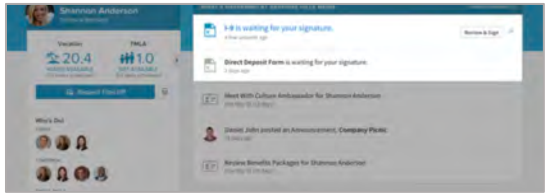
Employee Satisfaction with eNPS

It is a tool that allows the employees to express what they really feel about the organization. The Employee Satisfaction software provides surveys to evaluate it, (several parameters). - helpful for the needs assessment.



Electronic Signatures

Manage the electronic signatures of the employee.



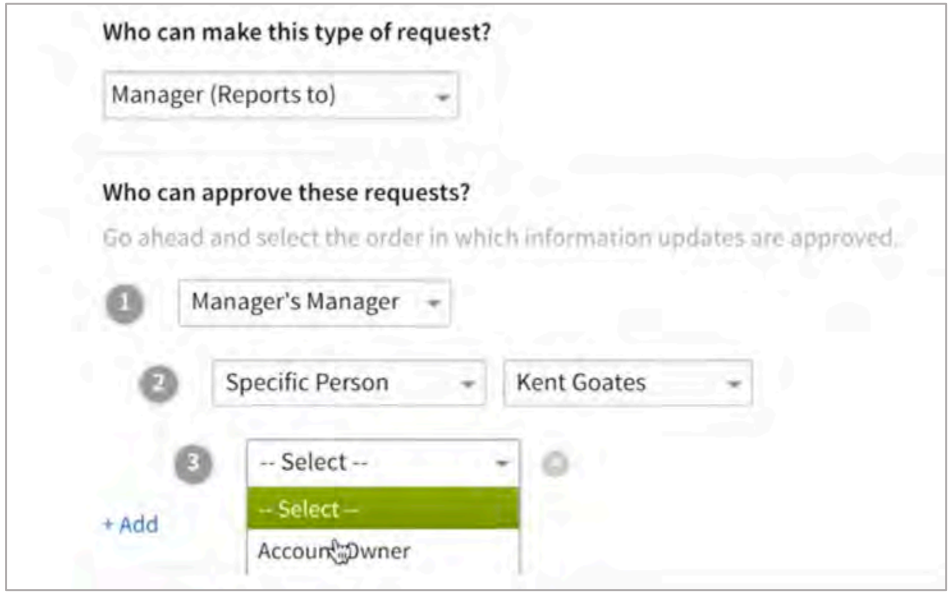
Tool selected to Best Practice

References

bambooHR

Streamline decisions

It allows to create a question that refers to a decision to be approved and invite all the stakeholders needed to provide a feedback.



Tool selected to Best Practice

References

bambooHR™

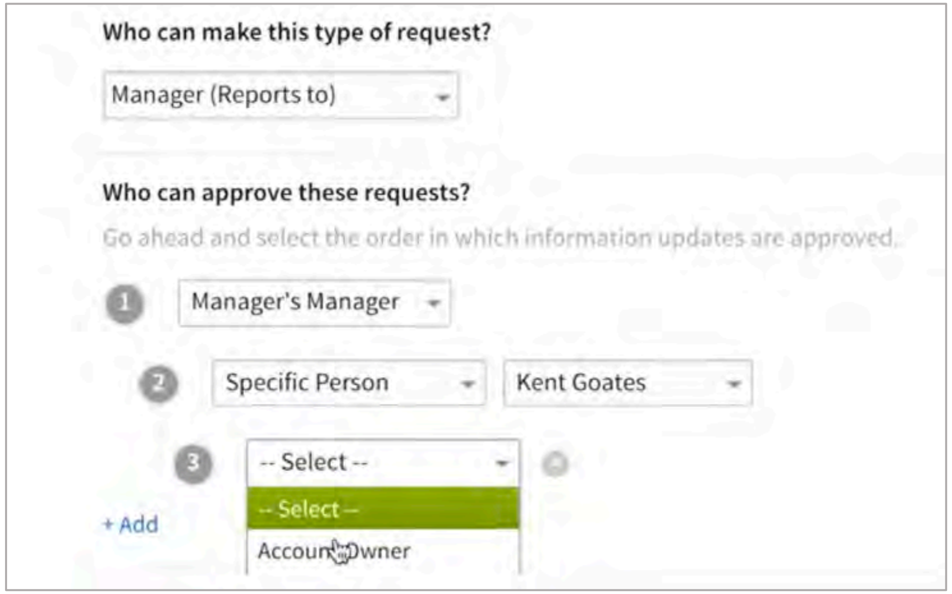
Streamline decisions

Input

- Activities
- Deadlines
- Teammates

Output

- Feedback / Approval



Tool selected to Best Practice

References

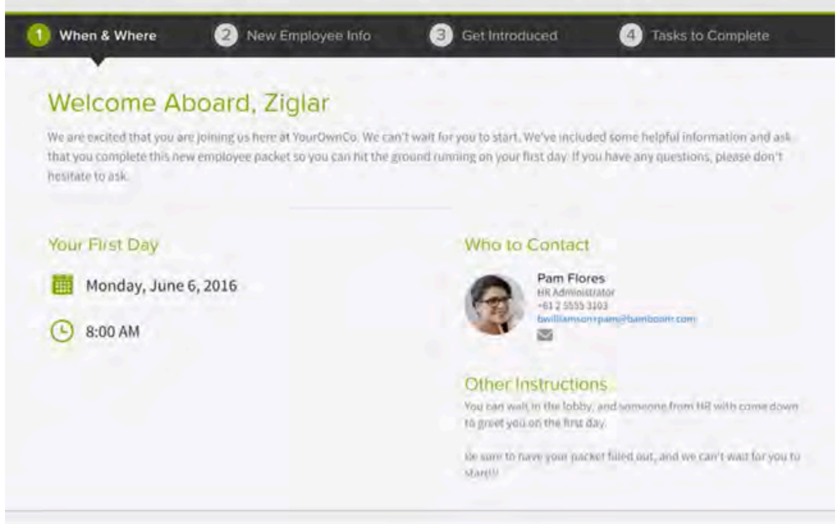
bambooHR™

Starter pack (On-Boarding)

It provides to the teammate the necessary theoretical framework of methods and tools aimed to foster co-design activities.

Example:

- Co-Creation
- Service Design
- Design Thinking
- SCRUM



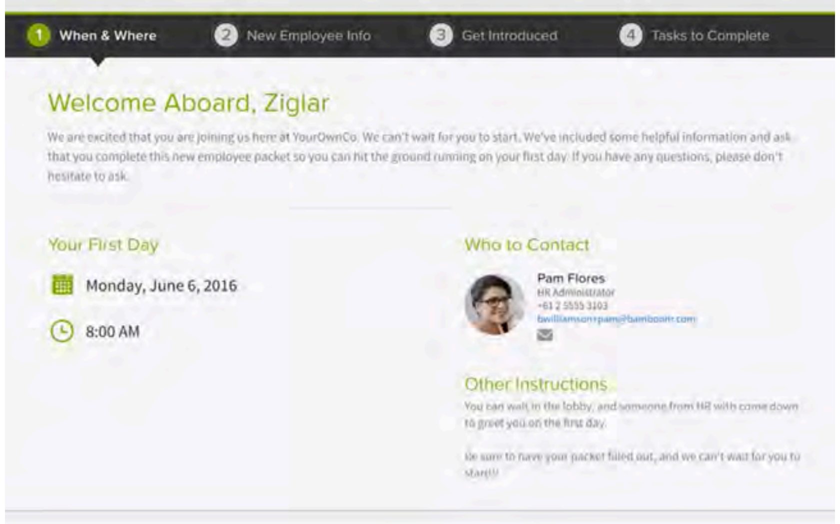
Tool selected to Best Practice

References

bambooHR™

Starter pack (On-Boarding)

Input	Output
o Methodologies o Methods o Tools	o Team alignment

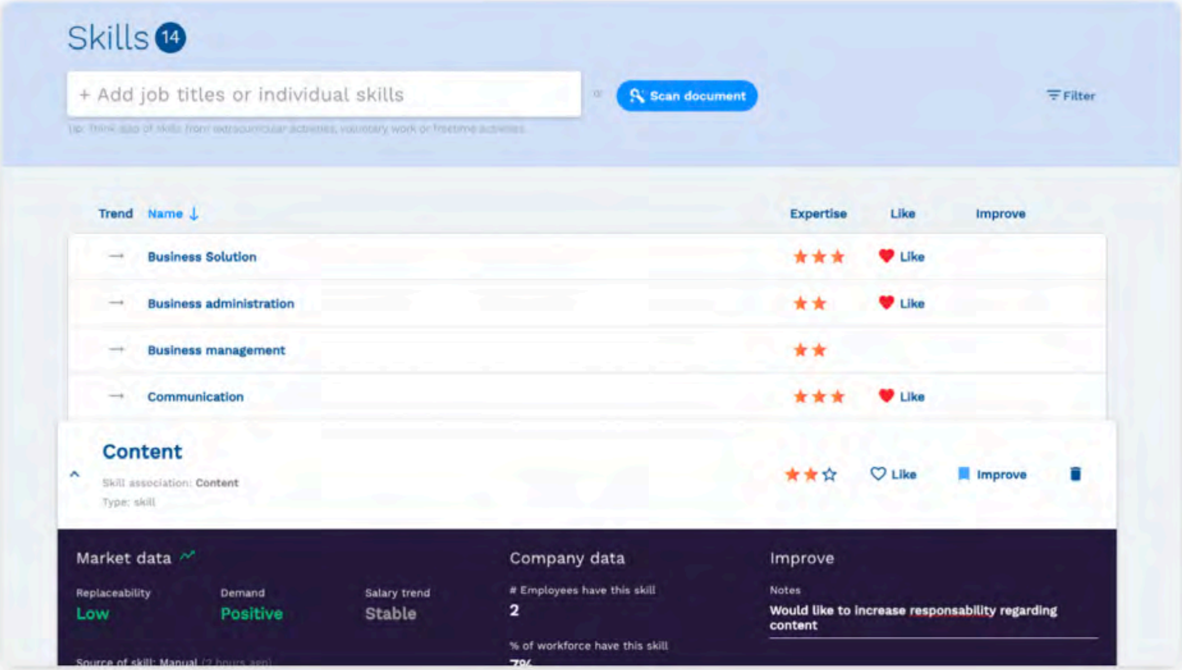


People-Analytix

Name: People Analitix

Description

It is a platform dedicated to HR to perform analytics about employees, supported by AI.



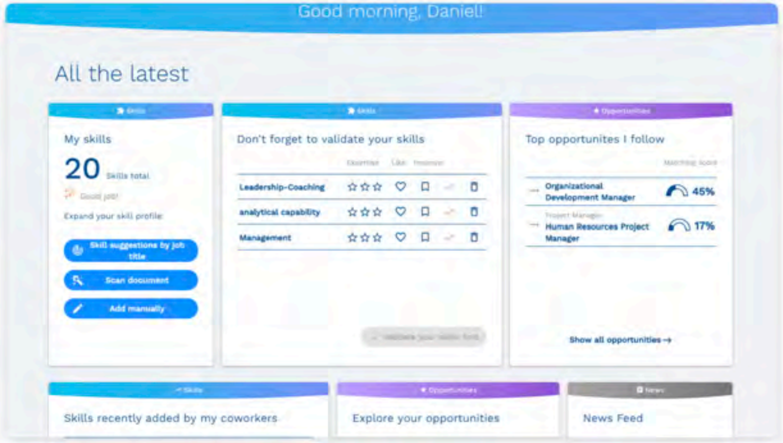
How could it be useful

- Provide an evaluation score to the collaborators, suppliers, etc. for further collaborations. (it might be displayed on the "Catalog").
- Identify potential partners for a PCP, by browsing the community according capabilities and skills.

People-Analytix

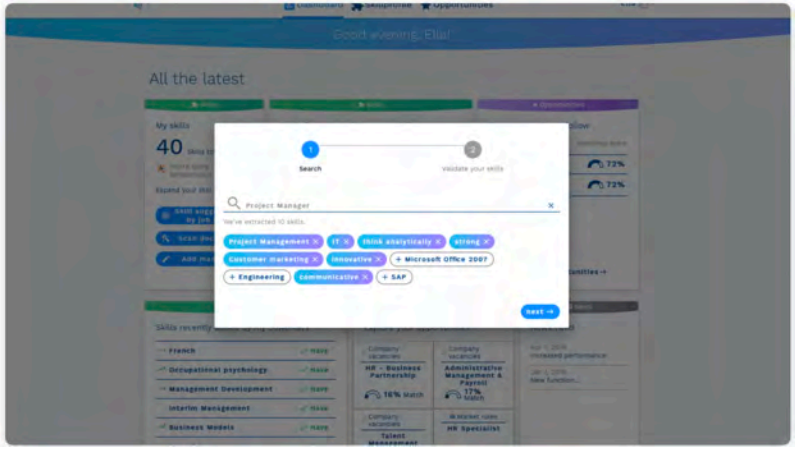
Dashboard

It is a tool that allows to perform analytics about employee data, like skills, role, career opportunities. An interesting feature allows to discover within a company the skill gaps to understand which employee can improve or which figure is required to add into the team.
The employee receives automatically an alert when his/her profile matches with a vacancy o project. Moreover, the AI suggest according the profile the skills required, based on the comparison with the global market.



On-Boarding

It is a tool that allows the employee to create and customize his/her profile by adding skills manually and automatically by uploading cv and portfolio.



glue.

Name: Glue

Description

It is a platform that provides a in a shared virtual space (VR, AR, mobile, and desktop) for face to face collaboration activities. By using a personalized avatar is possible to interact into virtual scenes, using tools to deliver a state-of-the-art presentation for trainings, team meetings, sales meetings, workshops and other.

How could it be useful

- Communication lines
  - Enhanced communication
    Glue raises online communication to another level, by adding express emotions subtle or broad.
  - Integration system
    Is not needed to update the hardware before joining a meeting. Everyone can jump right in. Glue supports VR, AR, mobile, and desktop devices.

Collaboration Tools > Virtual Environment (remote collaboration)

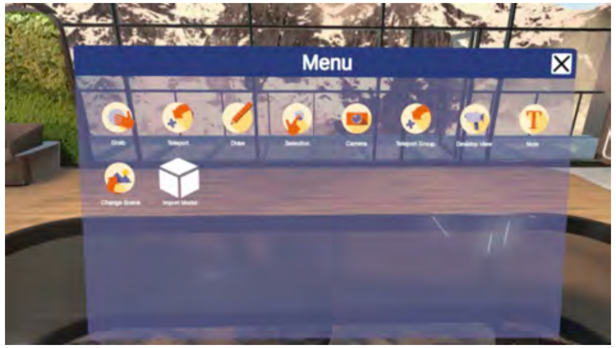
glue.

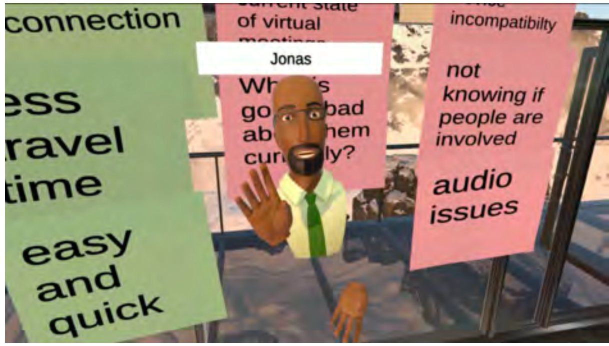
Contextual spaces
It allows to utilize your own 3D model or select a ready-made spaces.

Avatar
It allows to create a customized avatar aimed to emphasize nonverbal communication.

Meeting room accessories
It provides all the essentials for effective meetings, like shared screens, pens and whiteboards

Recording session
It allows to register the activity for further notes, plans, etc.





Webex Teams

Name: Webex Teams

Description

It is an app provided by Cisco for continuous teamwork with video meetings, group messaging, file sharing and white boarding.

How could it be useful

- It works also for mobile (responsive)

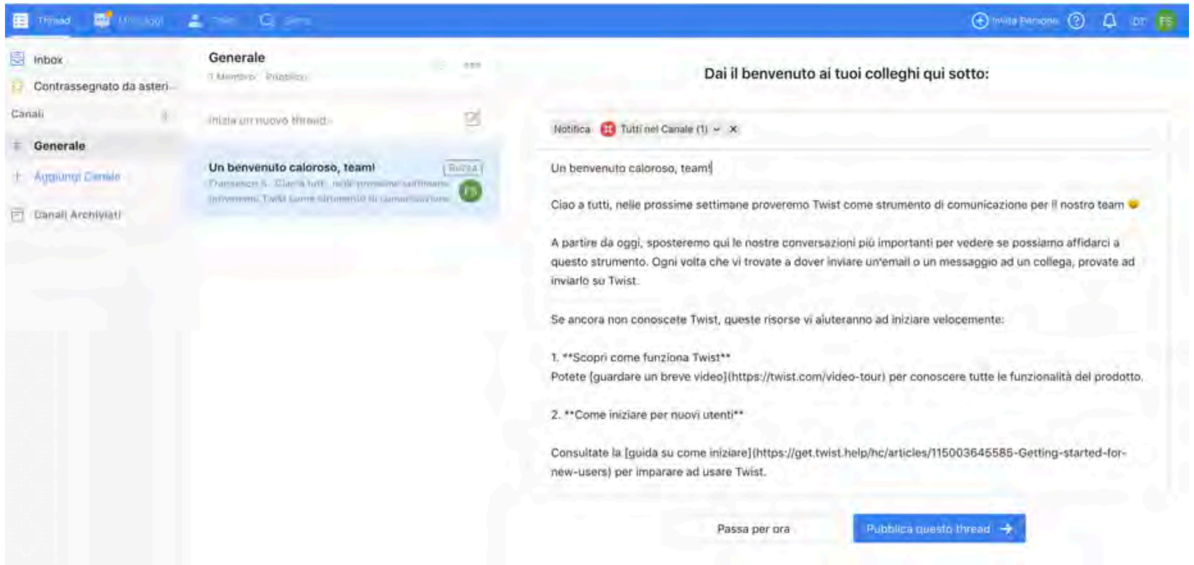
Webex Teams

Whiteboard
It is a tool that allows co-editing activity for each team member in order to contribute at the same time.
It allows the screen / audio recording too

Name: Twist

Description

Twist is a cloud-based team collaboration.
It supports project team members with a centralized interface for planning projects, managing tasks and communicating.



How could it be useful

Communication lines:
Threaded conversation-centric chat to keep each conversation focused and helps to see what the team talked about, making each comment contextualized.

Twist reduces noise by letting you choose exactly who to notify in each thread and comment.

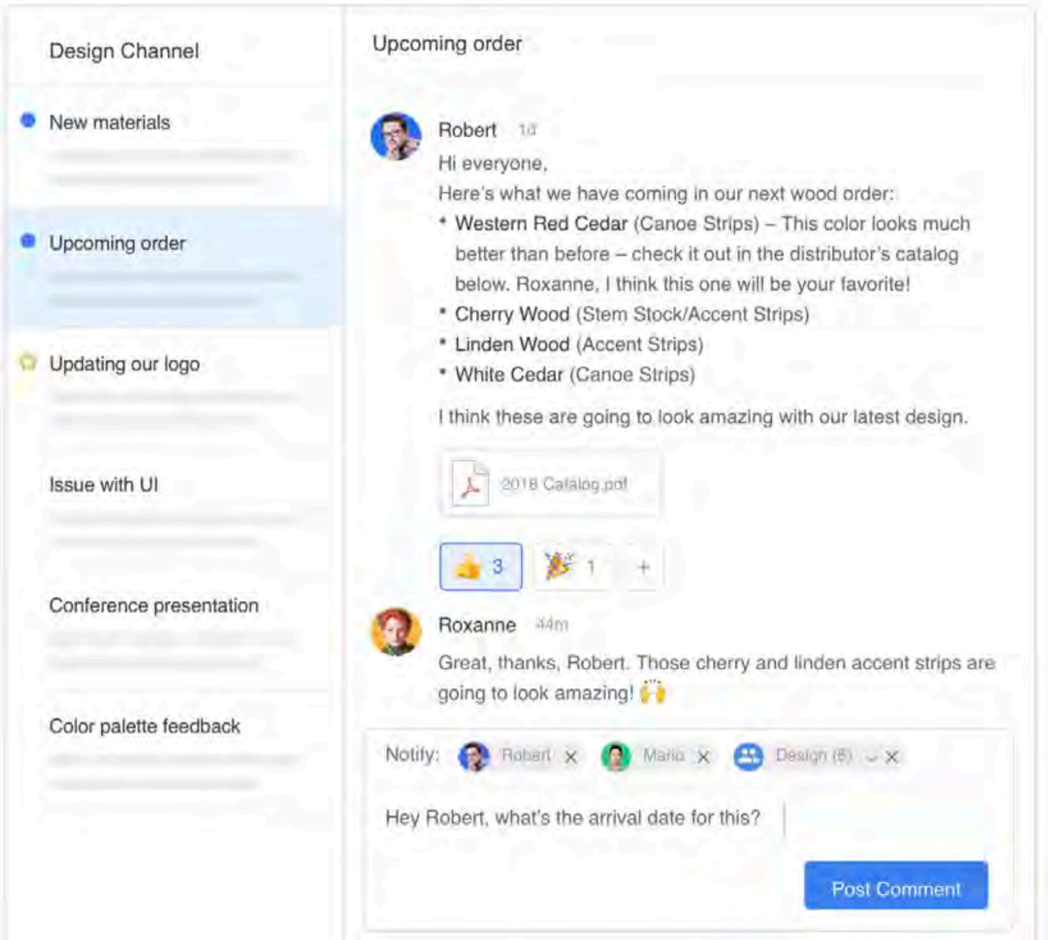
Collaboration Tools > Communication Lines

twist

Messages

It is a tool that allows to send direct message to anyone or to a selected team.

The communication is organized according threads to easily track the discussion topic. It allows the team member to also find quickly the topic of interest and its related discussion chronology. In this way, team members have the time to read a thread, think about it and respond more consciously.



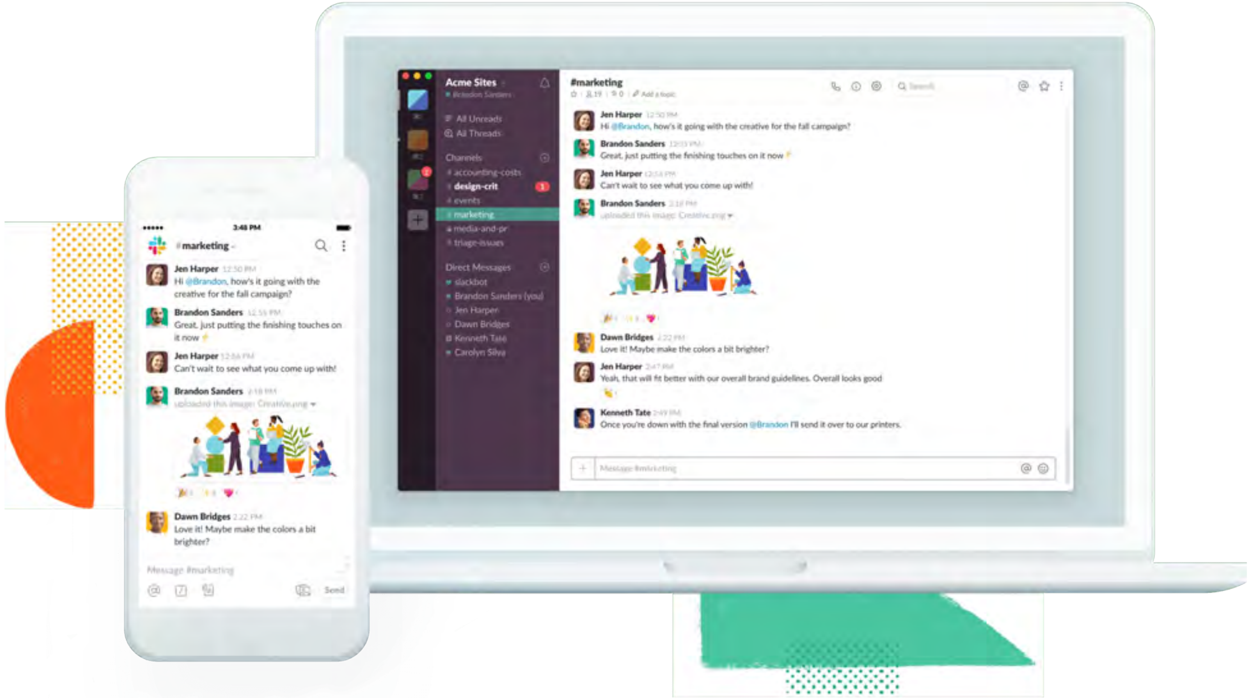
Tools

- Chat
- Videocall
- Reminder

Name: Slack

Description

Slack is a cloud-based project collaboration and team interaction tool designed to facilitate communication. It provides public channels for members across organizations to start conversations. Private channels enable interaction within smaller teams, and direct channels help send messages directly to colleagues.



How could it be useful

Communication lines, opportunity to create several channels according:

- Project
- Topic
- Team.

Opportunity to set up a reminder

EUREKA
innovation across borders

Name: Eureka

Description

It is an open platform for international cooperation for innovation. It is a publicly-funded, intergovernmental network that embraces the ‘bottom-up’ principle - ensuring to provide the necessary support to R&D projects.

How could it be useful

- The filter for finding partners can be useful when building up a community/team
- Online Form allows procurers to put forward proposals

Tools

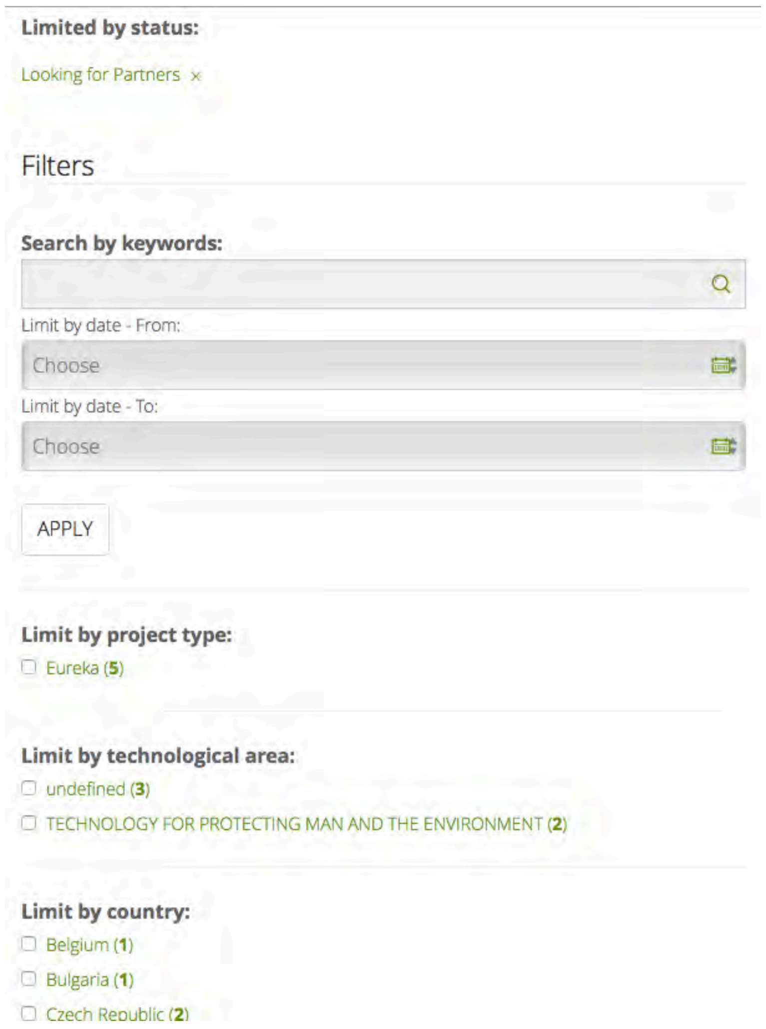
- Filter for Finding Partners
- Online Form to Propose a Project Idea

Collaboration Tools > Build up community, Share ideas

EUREKA
innovation across borders

Find Partners

It is a search engine to look for partners, where one can filter among keywords, date, project type, technological area and by country etc.

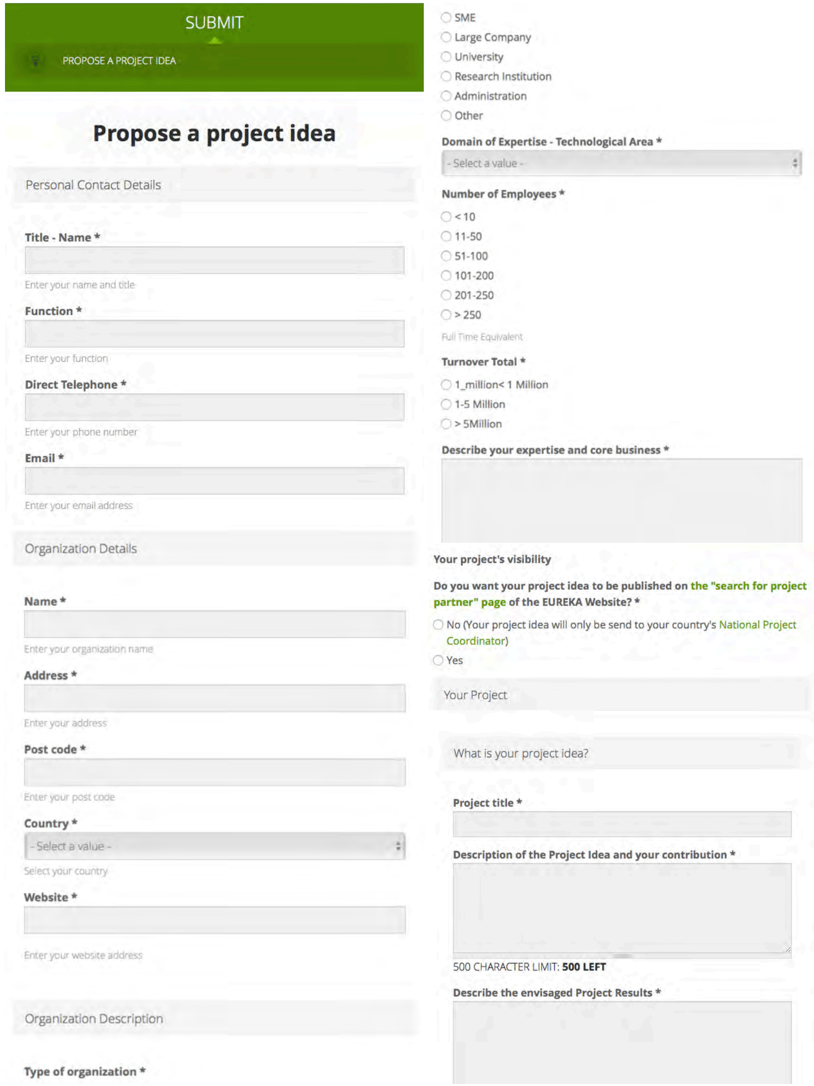


Create Community

EUREKA
innovation across borders

Online Form to Propose a Project Idea

Users propose a project idea, by filling the online form which consists of personal and organizational information as well as details about the proposed project.


SUBMIT

PROPOSE A PROJECT IDEA

Propose a project idea

Personal Contact Details

Title - Name *

Enter your name and title

Function *

Enter your function

Direct Telephone *

Enter your phone number

Email *

Enter your email address

Organization Details

Name *

Enter your organization name

Address *

Enter your address

Post code *

Enter your post code

Country *

- Select a value -

Select your country

Website *

Enter your website address

Organization Description

Type of organization *

SME

Large Company

University

Research Institution

Administration

Other

Domain of Expertise - Technological Area *

- Select a value -

Number of Employees *

< 10

11-50

51-100

101-200

201-250

> 250

Full Time Equivalent

Turnover Total *

1_million< 1 Million

1-5 Million

> 5Million

Describe your expertise and core business *

Your project's visibility

Do you want your project idea to be published on the "search for project partner" page of the EUREKA Website? *

No (Your project idea will only be send to your country's National Project Coordinator)

Yes

Your Project

What is your project idea?

Project title *

Description of the Project Idea and your contribution *

500 CHARACTER LIMIT: 500 LEFT

Describe the envisaged Project Results *

Share ideas

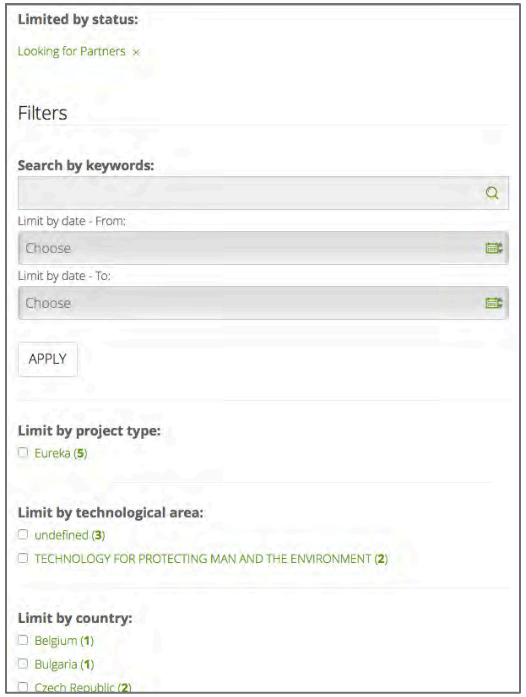
Tool selected to Best Practice

Looking for partners

CoP via PIPPI can use a search engine to find partners to create a team to perform an innovation procurement.
The tool should allow to browser partners according several parameters, for instance:

keywords, expertise, skills, domain, topic, project type, technological area, country, mutual unmet needs.

*AI suggests, according needs the expert to add into the team.



References

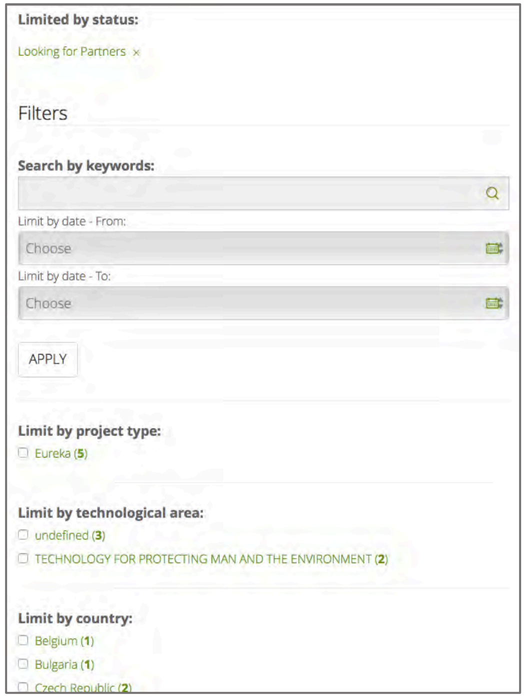
EUREKA
innovation across borders

*People-Analytix

Tool selected to Best Practice

Looking for partners

Input	Output
o Registered users	o User profile • Contacts • Expertise • Skills • Etc.



References

EUREKA innovation across borders

People-Analytix

Tool selected to Best Practice

Demand application format

It represents a standard format where are displayed pre-defined sections to compile, in order to allow to perform comparisons & demand aggregation, based on several items, like:

- Title
- Organization name
- Contacts
- Country
- Description

- Unmet needs (retrieved by the shortlist ?!)
- Vision of the project results
- Area / Topic / Disease (investigate about which categories)
- Tags
- Deadlines
- Budget

References

EUREKA
innovation across borders

Features - Demand application format

References EUREKA innovation across borders

SUBMIT

PROPOSE A PROJECT IDEA

Propose a project idea

Personal Contact Details

Title - Name *

Enter your name and title

Function *

Enter your function

Direct Telephone *

Enter your phone number

Email *

Enter your email address

Organization Details

Name *

Enter your organization name

Address *

Enter your address

Post code *

Enter your post code

Country *

- Select a value -

Select your country

Website *

Enter your website address

Organization Description

Type of organization *

- SME
- Large Company
- University
- Research Institution
- Administration
- Other

Domain of Expertise - Technological Area *

- Select a value -

Number of Employees *

- < 10
- 11-50
- 51-100
- 101-200
- 201-250
- > 250

Full Time Equivalent

Turnover Total *

- 1_million< 1 Million
- 1-5 Million
- > 5Million

Describe your expertise and core business *

Your project's visibility

Do you want your project idea to be published on the "search for project partner" page of the EUREKA Website? *

- No (Your project idea will only be send to your country's National Project Coordinator)
- Yes

Your Project

What is your project idea?

Project title *

Description of the Project Idea and your contribution *

500 CHARACTER LIMIT: **500 LEFT**

Describe the envisaged Project Results *

Name: Feedbackloop

Description

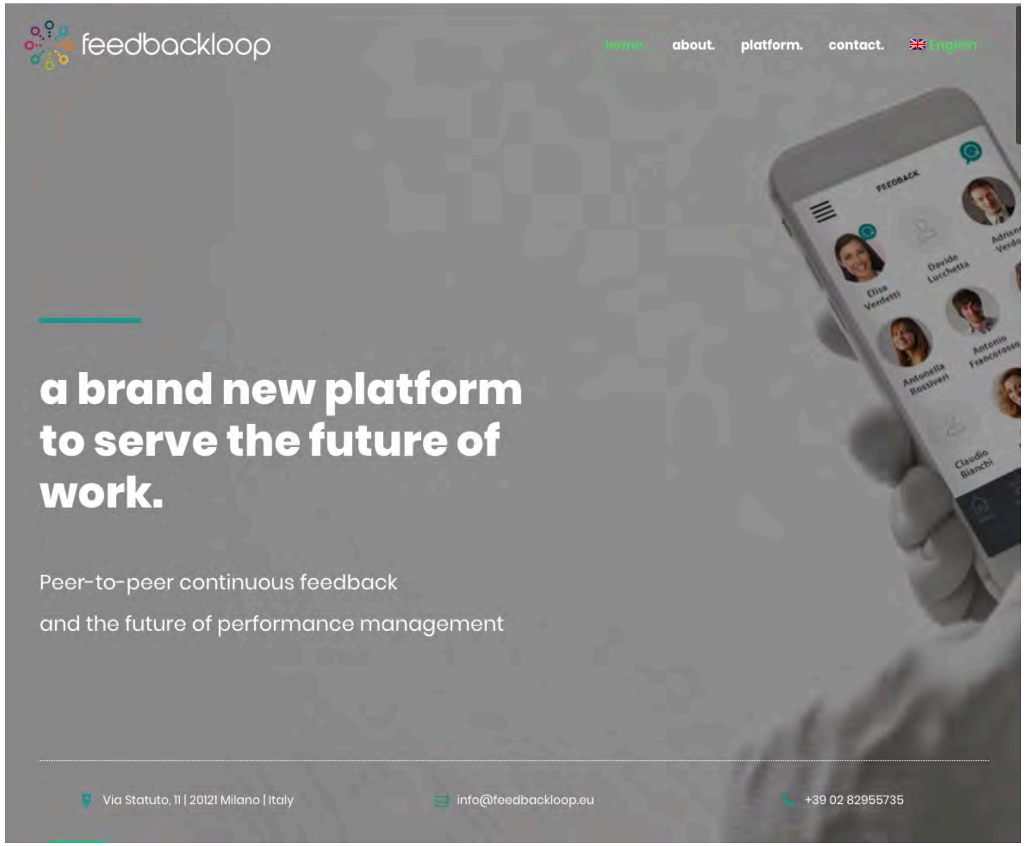
The platform provides peer-to-peer continuous feedback and performance management. Individuals can request or send feedback to colleagues within the platform, regardless of roles, hierarchy or calendar.

How could it be useful

- Peer-to-peer feedbacking may allow buyers and suppliers to give and receive feedbacks about their performances (build up reputation)
- Personal Dashboard provides a central location for users to visualize and analyse up-to-date information on their activities and interactions with partners
- Quick polls could be used to quickly measure opinion of stakeholders about a specific topic
- Corporate Analytics could measure the workforce of stakeholders and help in making strategic decisions

Tools

- Peer-to-peer feedbacking
- Personal dashboard
- Quick Polls
- Corporate Analysis

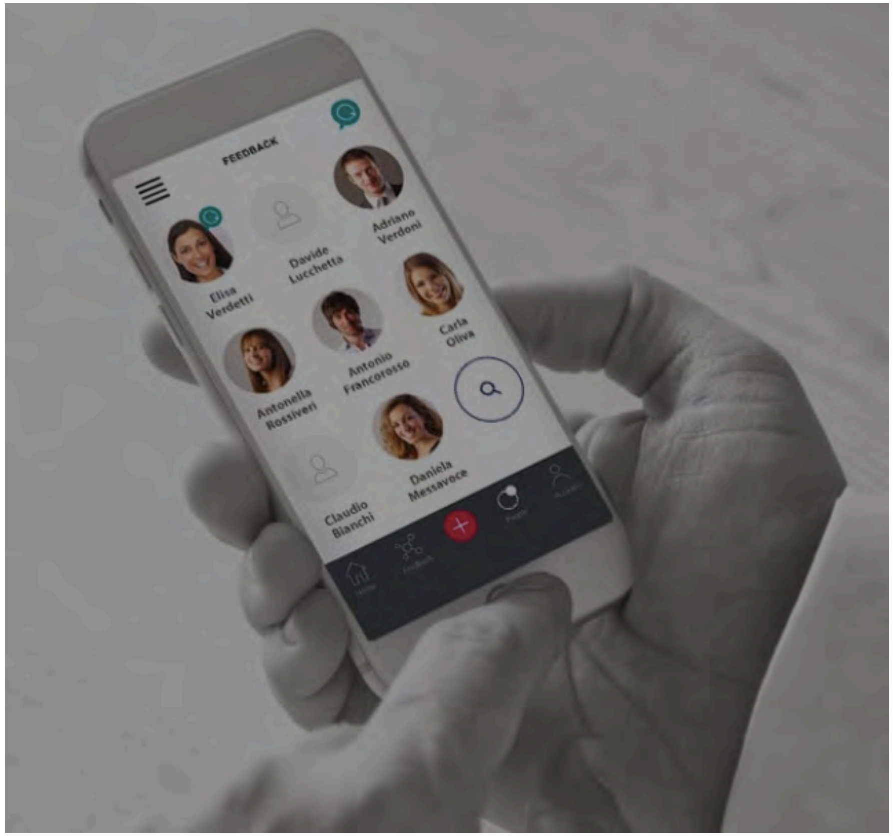


feedbackloop

Peer-to-peer feedbacking

Individuals can request or share personal feelings about peers' behaviours. They can endorse colleagues on excellent performances or suggest improvements on specific topics. The aim is to build up an open, reliable and ever-evolving community through private interactions.

feedbackloop



Personal Dashboard

Each member has a private dashboard where they can visualize all the feedback that were received from their colleagues.

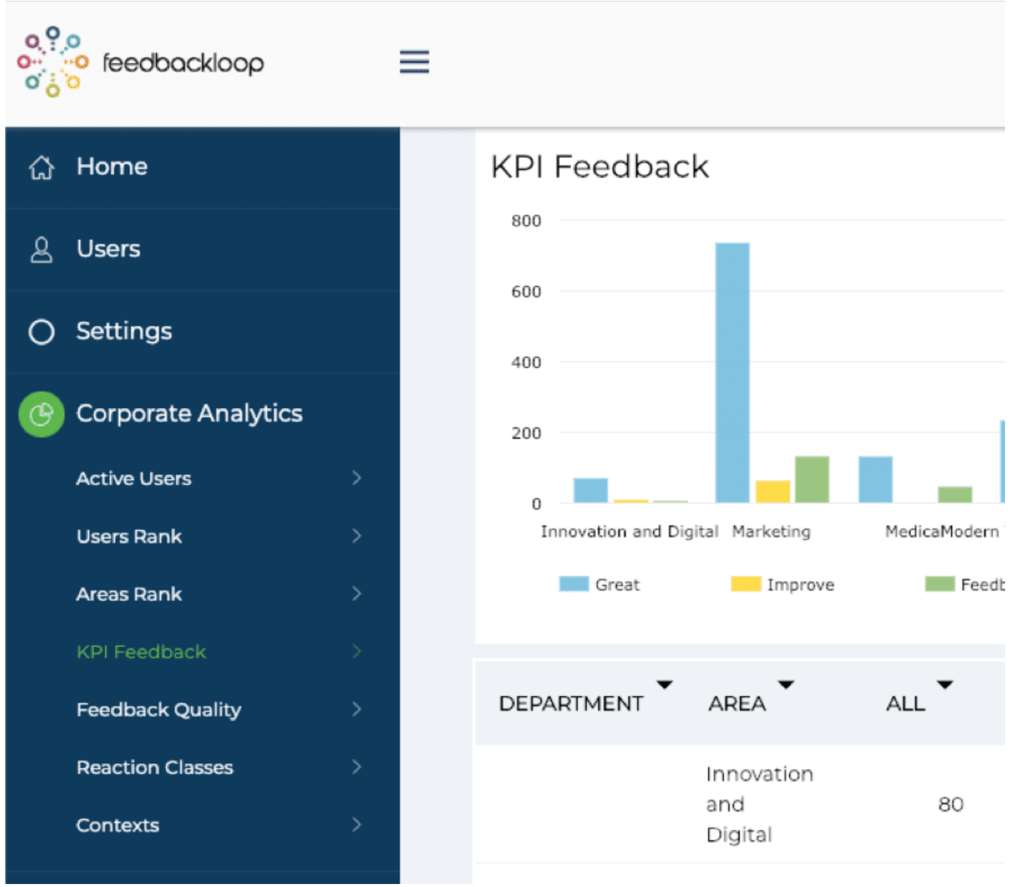
Quick Polls

Quick polls consist of a few questions asked to the employees to gather data on their opinions about a specific topic. Thus, managers can understand more about the employees in terms of feelings and take decisions accordingly.

Collaboration Tools > Continuous feedbacks, Reputation, Analytics

Corporate Analytics

Human resources and managers can see workforce strengths and weaknesses from the accumulated data and use it to analyse future training needs.



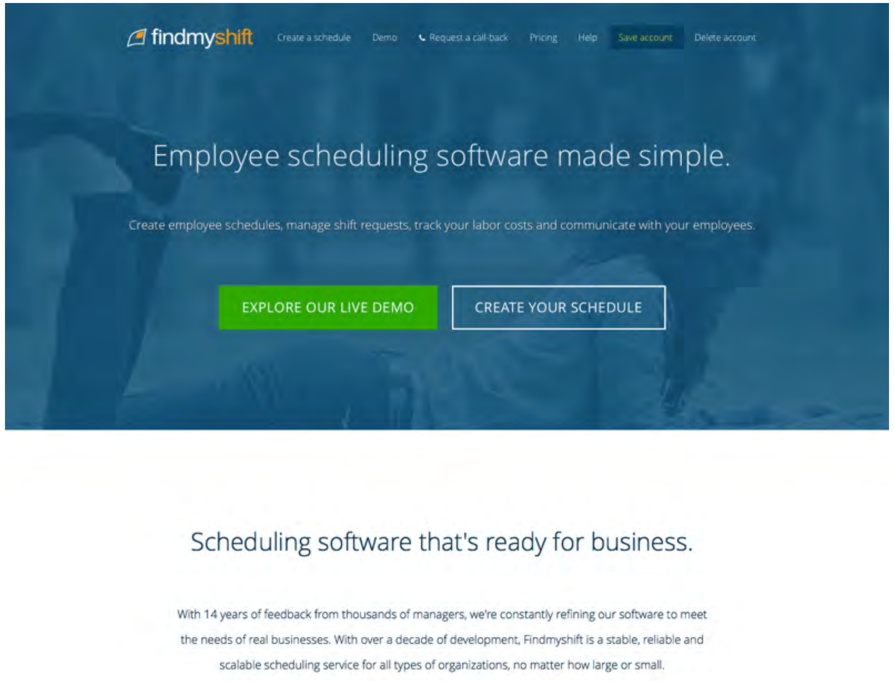
Collaboration Tools

Tools
- Employee scheduling
- Vacation Management
- Amazon Alexa
- Tips for encouraging teamwork

Name: Find My Shift

Description

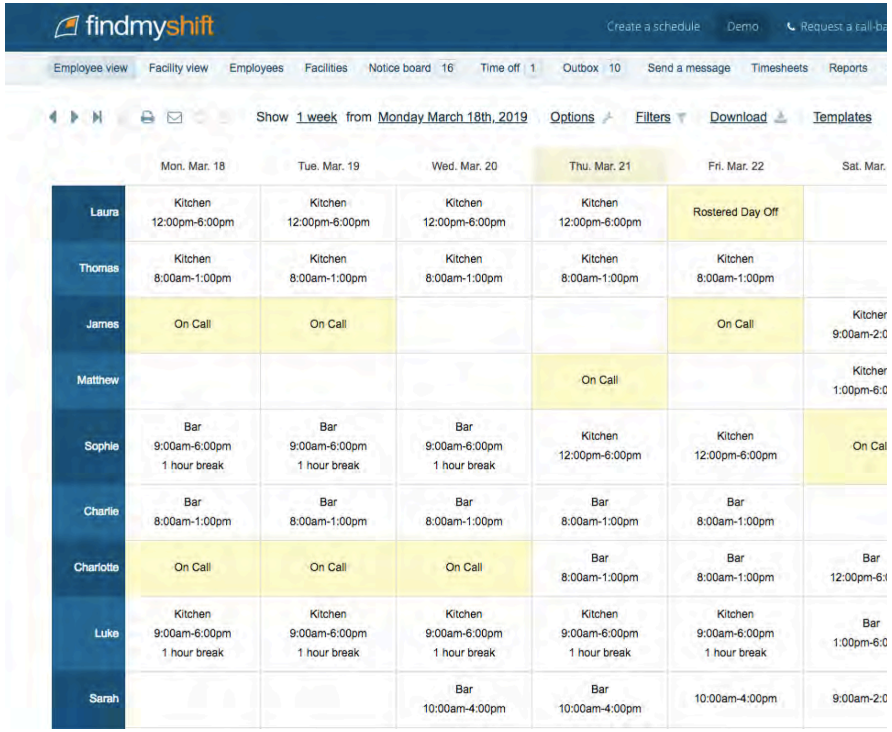
Online employee scheduling platform enables to manage employees, tracking time-off and forecasting labor costs.



How could it be useful

- Employee scheduling might enable user to manage / visualize the schedule of stakeholders
- Vacation management might help tracking the annual leaves of stakeholders and thus, planning the activities
- Amazon Alexa could allow patients and health professionals to quickly convey their needs in a specific experience. Also it might allow users of the platform to quickly command an action or ask a question.
- Tips for encouraging teamwork would help stakeholders to work together synergistically.

findmyshift



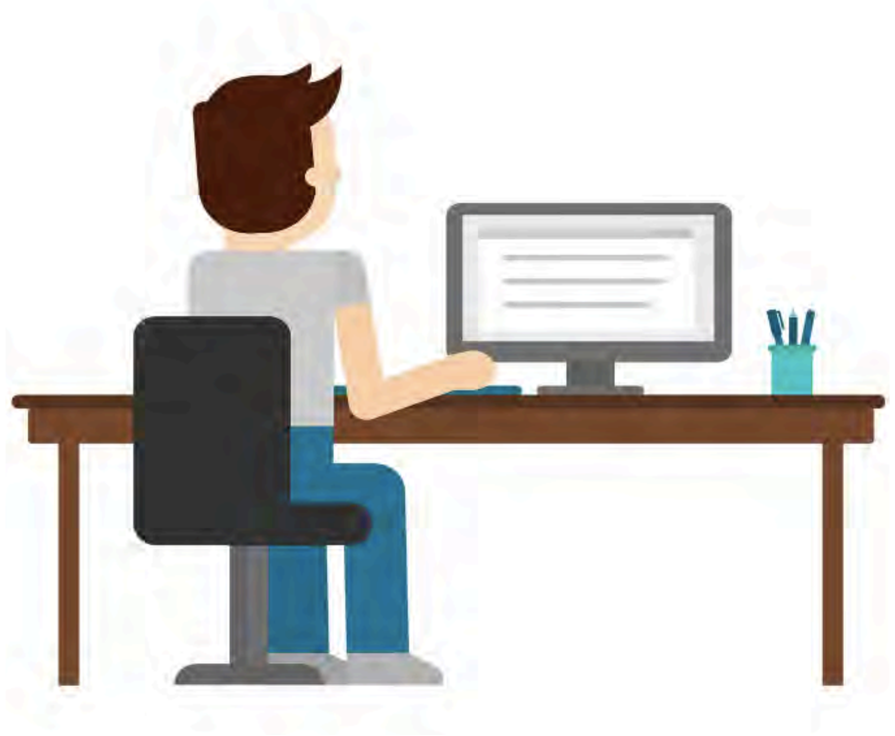
Employee scheduling

This tool enables users to create employee schedules, managing shift requests and tracking the labour costs.

findmyshift

Vacation Management

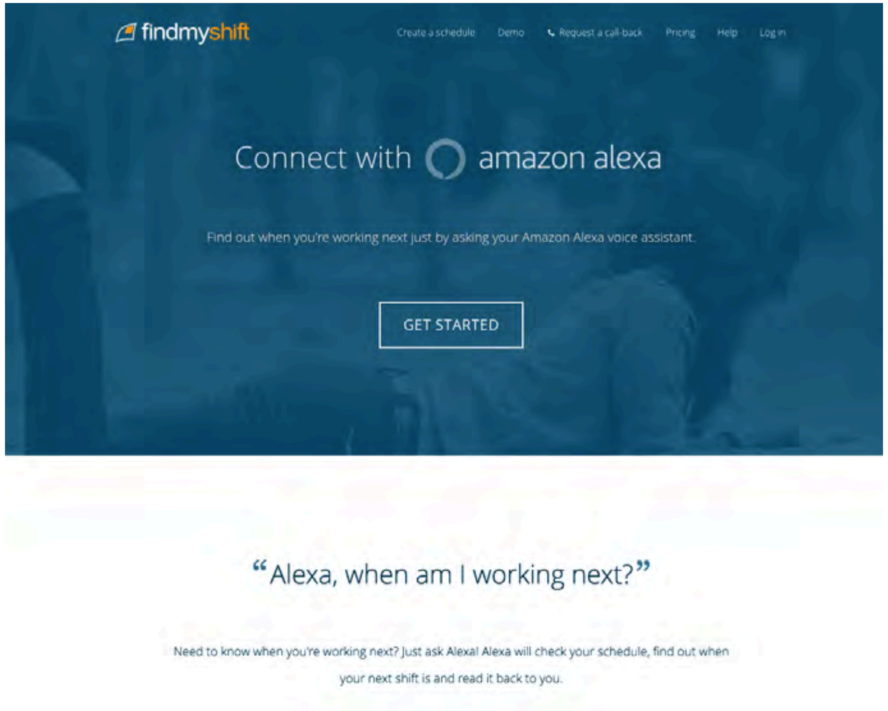
This tool allows keeping track and managing the vacation days of the team members in order for managers to plan activities and tasks. As a result, the work keeps running efficiently even when certain employees are away.



findmyshift

Amazon Alexa

Alexa is Amazon’s voice-control system that lets the user speak to a smart speaker to fulfil their needs. Linking Amazon Echo to Findmyshift account allows users to ask, learn and track their schedule in a quick way.



findmyshift

Tips for encouraging teamwork

The platform contains a blog where some suggestions to foster teamwork are provided. As a result, an improvement in the employee performance would have obtained.

Collaboration Tools

box RELAY

Name: Box

Description

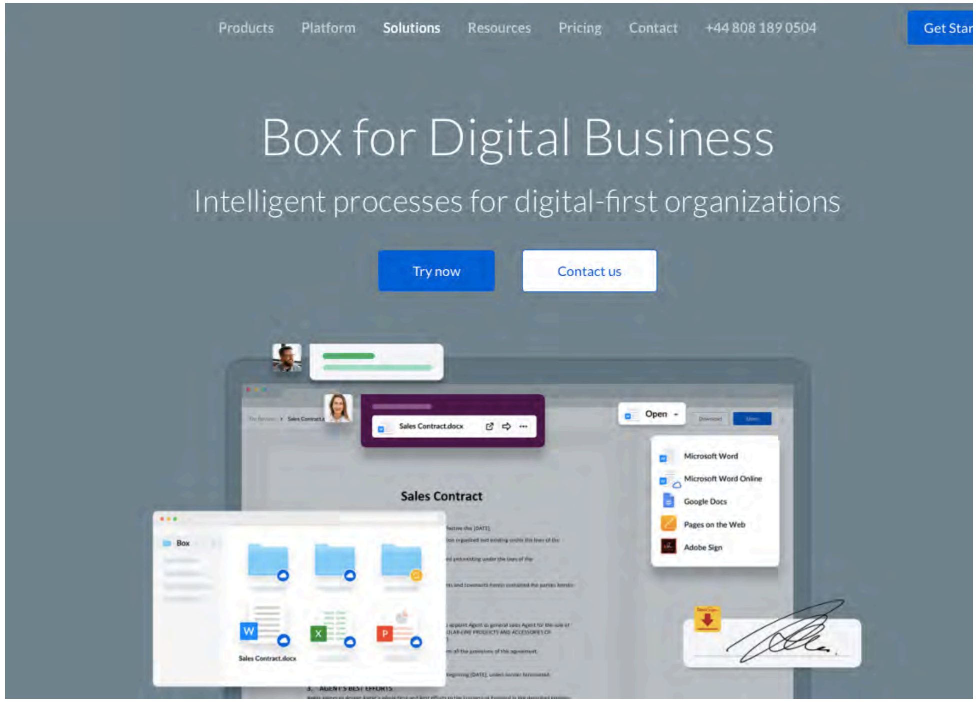
Box is a cloud content management platform for businesses. The platform allows the users to securely manage, share and access their content from all around the world.

How could it be useful

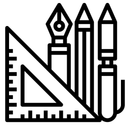
- Dashboard could provide a central location for users to visualize and analyse up-to-date information on their activities and interactions with partners
- Alexa could allow patients and health professionals to quickly convey their needs in a specific experience. Also it might allow users of the platform to quickly command an action or ask a question.
- Box Capture could allow to rapidly share photographs and/or videos of critical situations from the field and protect data by saving them directly on cloud
- Workflow would provide a framework for procurement process, automate the manual and repetitive tasks
- Secure Collaboration would protect patient information from unauthorized access
- Real-time online note-taking would enable real-time collaboration within partners
- Machine Learning would automatically tag content of projects, and proposals etc.

Tools

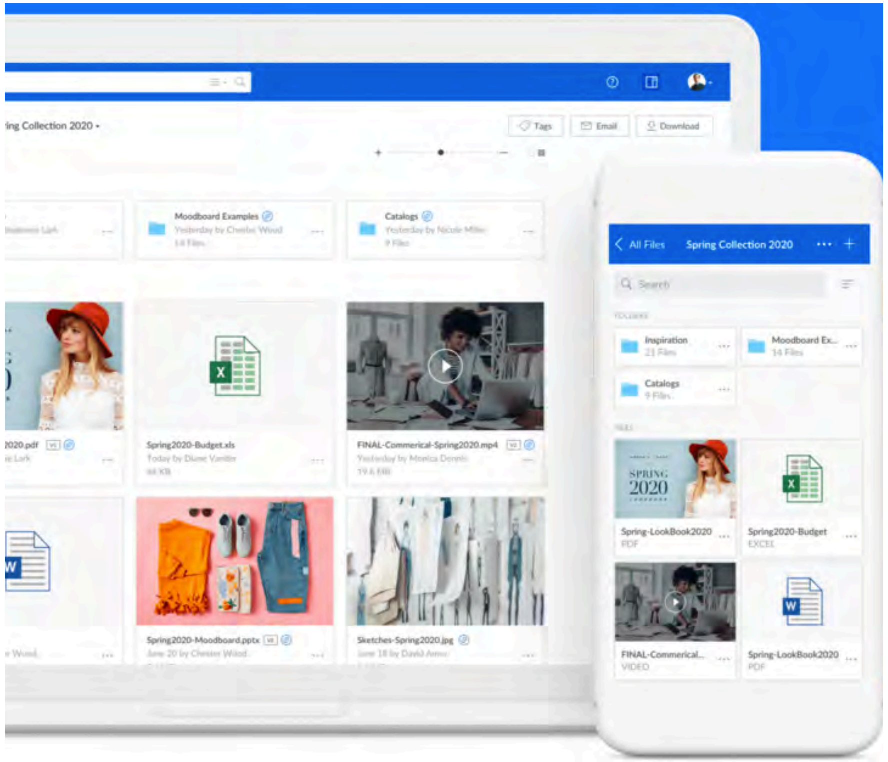
- Dashboard
- Alexa
- Secure Collaboration
- Box Capture
- Workflow
- Secure Collaboration
- Real-time online note-taking
- Machine Learning



Collaboration Tools > Activity Planner



box RELAY



Dashboard

The user has a central place to collaborate with stakeholders, manage and secure all of their content.

It is possible to create a workspace for a team, assign specific tasks and roles to each stakeholder while collaborating on specific topics. To explain, while some of the stakeholders have permission to manage users and edit content, some of the stakeholders may be permitted only to see the content and share ideas with the teammates.

Developing strategies

- Assigning tasks – deadlines

box RELAY

Alexa

A case study from Media Labs, bring together Amazon Alexa and Box Platform to solve the challenge of tracking medications and compliance to a medication regime for patients at home.

The aim is to use natural language for collecting data of patients health, feelings and needs.

https://vimeo.com/203884864

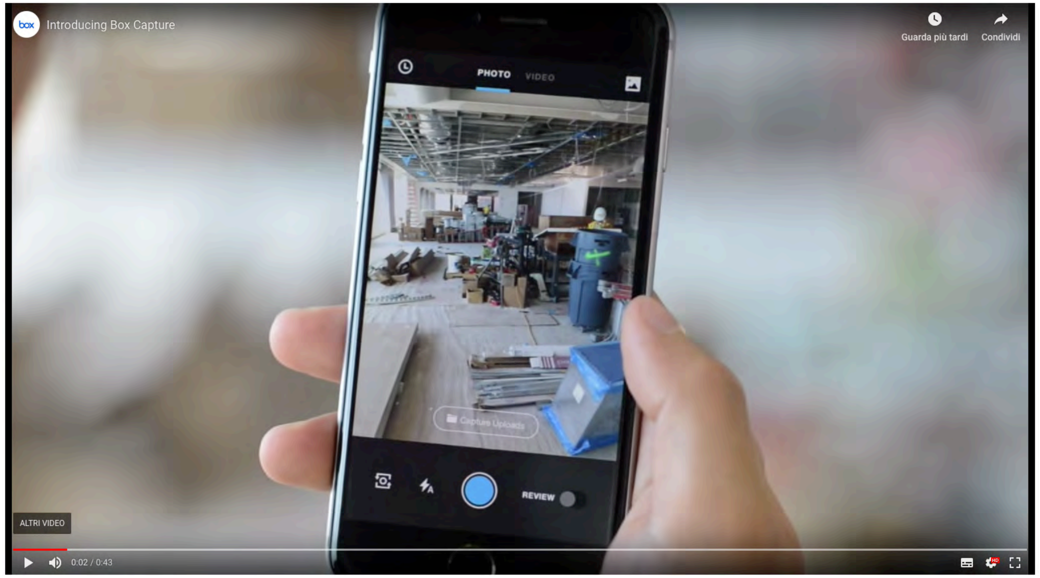
box RELAY

Box Capture

It enables instantly sharing photographs and videos of critical situations from the field. Moreover it ensures security by saving the photos directly into the cloud but not in the storage of the smart device.

It also allows to:

- Add tags
- Add colleagues



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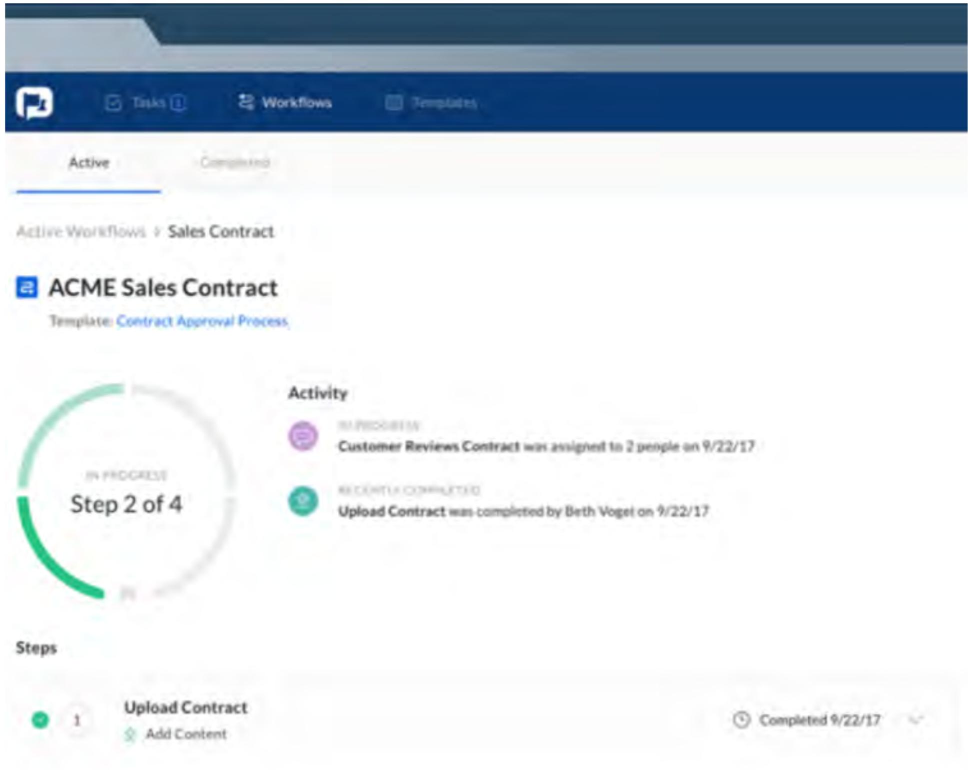


Activity Planner

Workflow

Workflow tool notifies users to perform their job correctly and on time through guiding on the necessary actions with due dates.

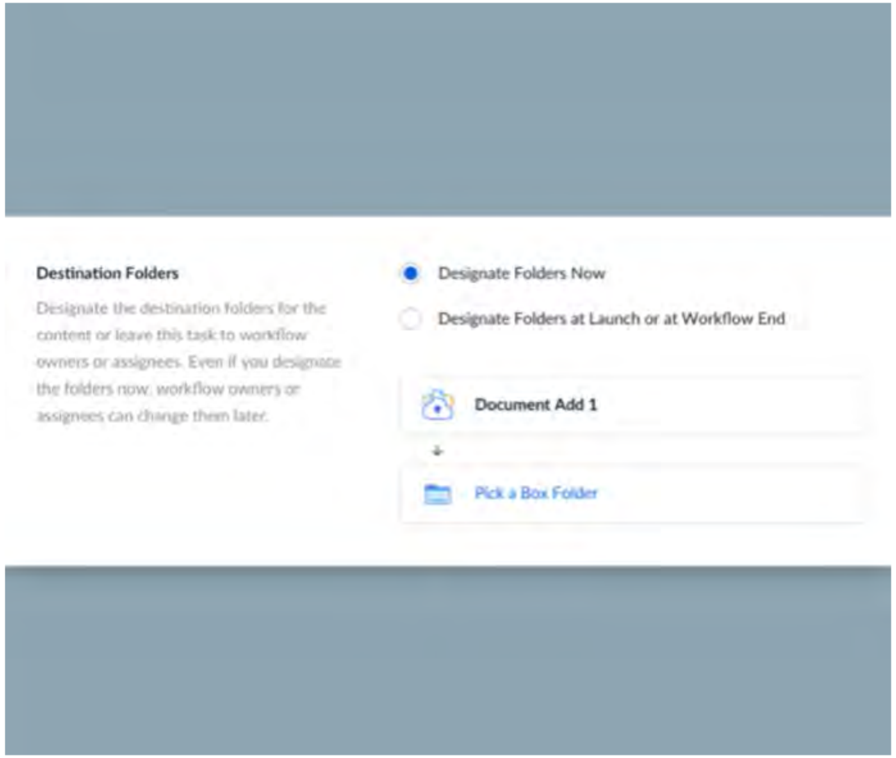
It automates the manual, repetitive tasks such as creating, reviewing and approving content.

When required, it automatically launches a pre-defined business process. It routes content like contracts or new customer documentation to the right people for creation, review and approval.

Security
Data protection

Secure Collaboration

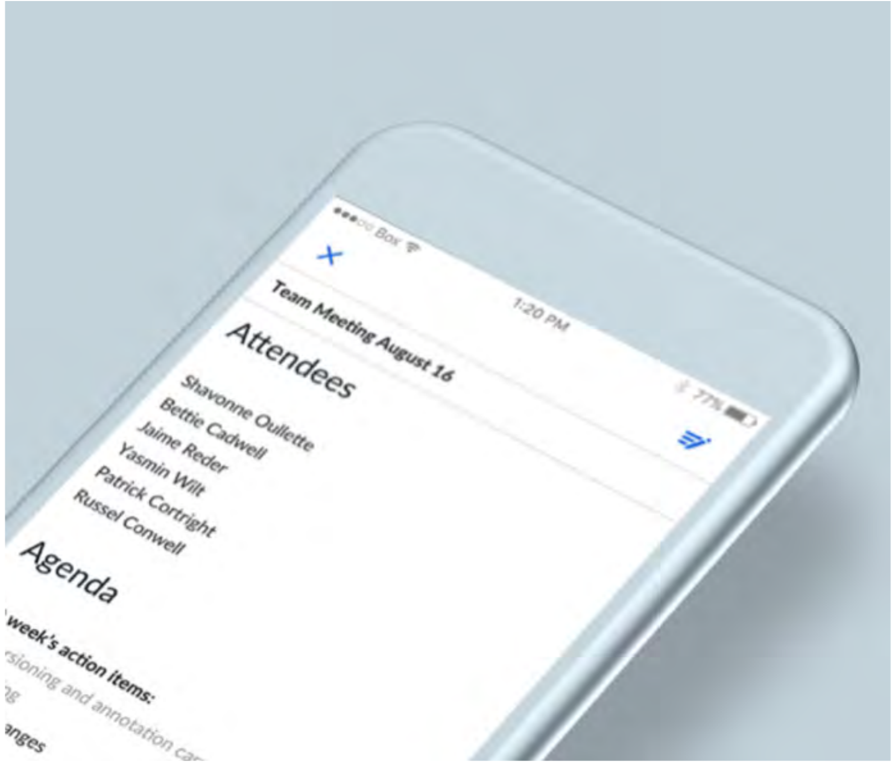
Several techniques are utilized to keep all content within the Box such as the Watermarking (a technique used to protect the information from unauthorized access).



box RELAY

Real-time online note-taking

This tool helps getting team mates on the same page during collaborations whether it is a brainstorming session, sharing meeting notes with partners, or working on the project plans.



Tool selected to Best Practice

Alexa - AI

Artificial Intelligence system can be used to collect feedbacks in natural language to then cluster and rank unmet needs and populate the related "shortlist".

It can be used by the hospital to identify unmet needs according:

- Audience (e.g. clinicians, patients, managers, etc.)
- Topic (Clinical areas, facilities, therapy treatments, etc.)

Tool selected to Best Practice

Alexa - AI

Input

- o Informed consent
- o Define audience
- o Set up the system

Output

- o User requirements
  - ▪ Qualitative data
    - • Natural language description

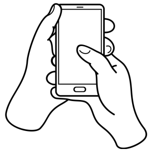
References

A case study from Media Labs, bring together Amazon Alexa and Box Platform to solve the challenge of tracking medications and compliance to a medication regime for patients at home.

The aim is to use natural language for collecting data of patients health, feelings and needs.

https://vimeo.com/203884864

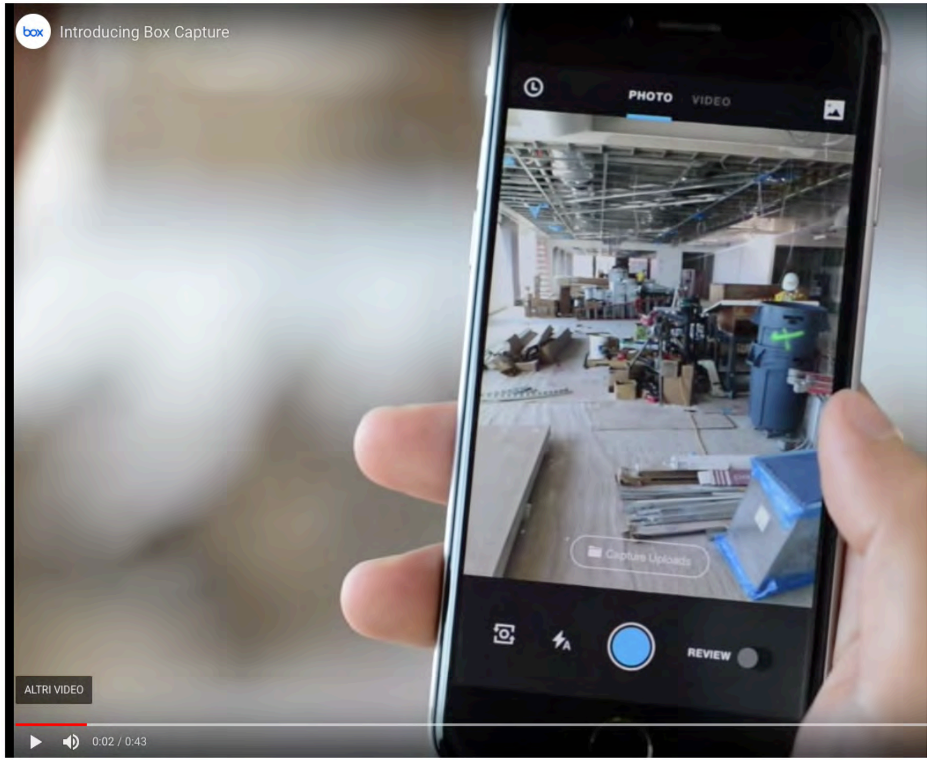
Tool selected to Best Practice



Evidences (pics, video)

A dedicated app allows stakeholder to document with a picture a critical situation that might be solved by a procurement process. It also allows to add tags to define topic, context and recipient.
By providing a predefined set of tags, it can be helpful to automatically populate the related “shortlist”.

It can be used by the hospital to identify unmet needs according:
- Audience (e.g. clinicians, patients, managers, etc.)
- Topic (Clinical areas, facilities, therapy treatments, etc.)



Collaboration Tools

elicit requirements

Tool selected to Best Practice

Evidences (pics, video)

Input

- Define the category of unmet needs (e.g. issues, desiderata)
- Define audience
- Define the topic

Output

- Attachments / Evidences of specific unmet need.

References

box RELAY

- Box Capture

It ensures security by saving the photos directly into the cloud but not in the storage of the smart device.

Collaboration Tools

organize requirements

Name: StreamScape

Description

StreamScape is a technology for agile data preparation and real-time analysis that offers powerful query and schema-on-read capabilities, allowing users to aggregate, manage and track any data on-demand, leading to better decision making.

Features

StreamScape by combining in-memory analytics, stream processing and data virtualization into a query engine that can access data scattered across applications, files, relational and NoSQL sources and turning it into high-value, actionable information.

Tool selected to Best Practice

Data Mining

It is a business intelligence tool that allows to manage data from different resources, like:

- Poll
- Alexa (AI)
- Evidence

to perform data mining of semantic data types and provide relevant information for decision makers.

References

StreamScape™

- Real-time Data Fabric [Data mining]

It works to solve the data fragmentation by clustering and distributing valuable information by implementing a centralized data storage or warehouse solution.

- Text Analytics API | Microsoft Azure

Collaboration Tools

organize requirements

Tool selected to Best Practice

Data Mining

Input

- User requirements
  - Questionnaires
  - Poll
  - Alexa

Output

- Demand classification
- Demand clustering
- Demand prediction
- Demand dependency

References

StreamScape™

- Real-time Data Fabric [Data mining]

It works to solve the data fragmentation by clustering and distributing valuable information by implementing a centralized data storage or warehouse solution.

- Text Analytics API | Microsoft Azure

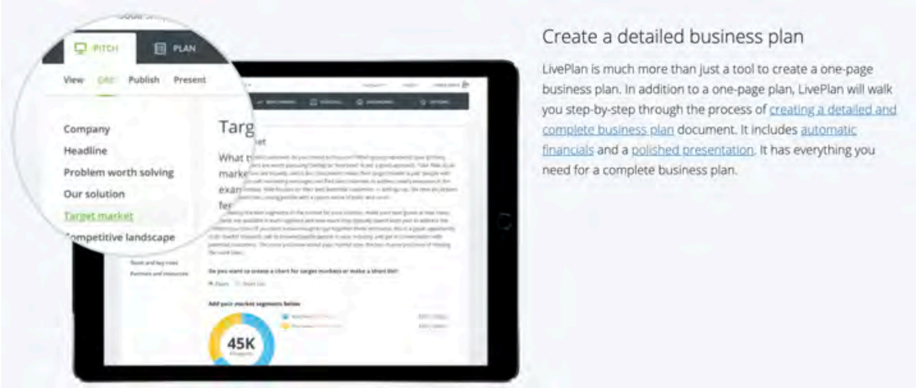
Collaboration Tools organize requirements

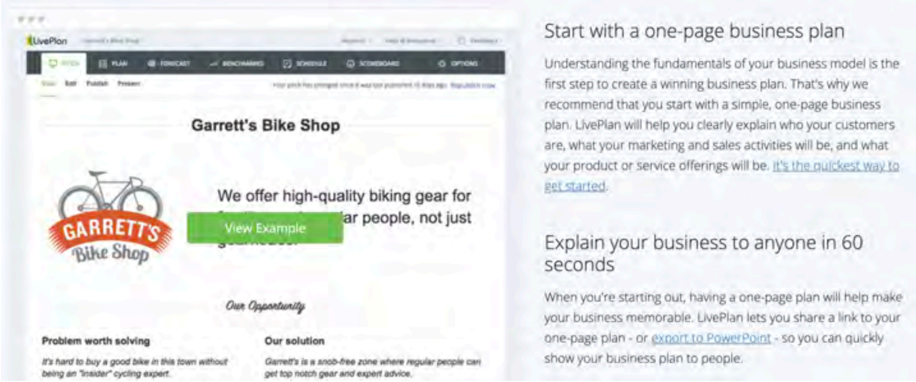
LivePlan

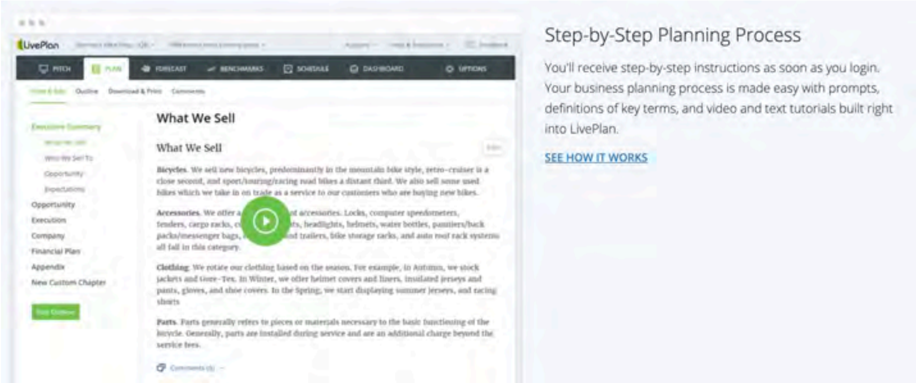
Name: LivePlan

Description

It is an online platform that allows to plan and create a detailed, complete business plan with step-by-step instructions and examples. LivePlan includes full definitions, videos, examples from real business plans, and tutorials at every step.







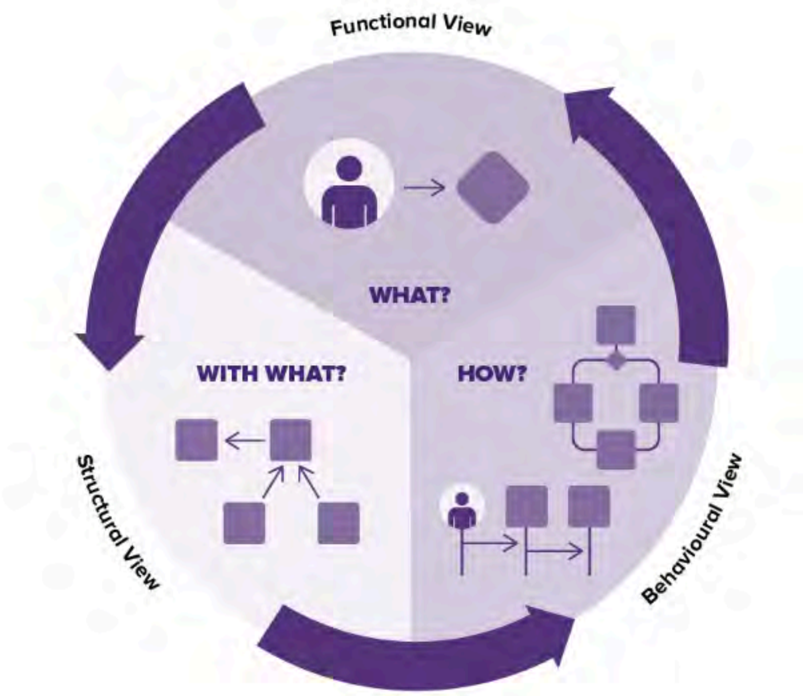
Features

- Fill-in-the-blank planning
- 500+ plan samples and examples
- Error-free financials
- Many professional design styles
- SBA-approved format

Tool selected to Best Practice

Business Plan

A business model helps managers to explore complex choices, using a set of assumptions to represent alternative future operative environments (Tennent and Friend, 2011) ·
It describes the strategy and the expected economic and financial performance for the future.



Tool selected to Best Practice

Business Model / Plan

References

Input	Output
o Marketing spend	o Customer referrals
o Systems spend	o Revenue
o Office and field time	o Profit
o Office and field energy	