Business model options and financial plan for the platform

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Summary

This report summarises the different options investigated for the services and the business model of the future platform, which will be called the European Circular Cooperation Hub (EU CCH).

Approval

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EXECUTIVE SUMMARY

As an H2020 project funded under Grant Agreement n°820707, CICERONE aims to build a reliable network/platform of programme owners ("POs") which will jointly determine the priorities and pathways for coordinated R&I for circular economy at EU level.

This report summarises the different options investigated for the services and the business model of the future platform, which will be called the European Circular Cooperation Hub (EU CCH).

Based on benchmarks of existing platforms as well as both internal and external consultations, four main lines of services were identified:

- **Joint programming**
- **Policy**
- **Training and capacity building**
- **Knowledge sharing**

For each service line, we detailed sub-services in order to clarify their practical implementation. After that, based on consultations with WP3 partners and POs, we made a prioritisation exercise to rank subservices from most useful to least useful. This enabled us to identify and categorise **must-have services** and **nice-to-have services,** and therefore clarify the ones to be implemented first and those that may be implemented later based on future funding opportunities for the EU CCH. This was the basis of our business modelling approach constructed on three scenarios:

- S1 Minimum funding scenario
- S2 Medium funding scenario
- S3 Maximum funding scenario

Sub-services	S1	S2	S3
Must-have services			
Common R&I programming	++	++	+++
Joint funding	++	++	+++
Secretariat Support	+	++	+++
Nice-to-have services			
EU Support Toolkit (Capacity Building)		+	+
Training courses (Capacity Building)		+	+++
Workshops (Capacity Building)		+	+++
Online CE repository (Knowledge Sharing)		+	+
Yearly conference on CE research (Capacity Building)			++
Issuing Position papers (Policy)		+	++
Policy Roadmap (Policy)			++

Table 1: Sub-services for the three scenarios

These scenarios are based on several assumptions:

1) EU CCH receives external funding to finance its activities (e.g. ERA-NET, DG). Once more mature, the membership fees option may be considered.
2) Programme Owners are ready to dedicate their own funding to launch joint calls in the frame of the EU CCH.

With its modular approach based on different scenarios, this deliverable should be understood as a tool for the future "founders" of the EU CCH to help them prioritise wisely between services based on the amount of funding that the platform will receive.

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KEYWORDS

Sustainable innovation, Circular economy, Environment, Sustainable Resources, Public sector innovation, Sustainability, SRIA, Program owners, Public funding, Joint programming, Joint funding, Stakeholder platform, Business model.

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1 Introduction

1.1 Why a circular economy platform in Europe?

A variety of factors such as global warming, the increased scarcity of resources, regional/national imbalances require our society to change its production systems to make them more resources efficient. In this context, the European Commission launched its Action Plan on Circular Economy in December 2015, which was updated in 2020, and since then, several initiatives and platforms dedicated to resource efficiency have flourished[1]:

- Stakeholder platforms (e.g. ECESP: the European Resource Efficiency Knowledge Centre)
- Financing programmes (e.g. Cohesion funds – Smart Specialisation Strategies)
- R&D&I platforms (e.g. ERAMIN, EIP Raw Materials)
- Information platforms (e.g. EREK: The European Resource Efficiency Knowledge Centre)

Yet, research on circular economy remains fragmented at the EU level. Public funding is the key source of financing for Circular Economy Research & Innovation programmes: in Europe, 70% are financed at national level, 18% at regional, 8% at European level and 4% by other sources. This current fragmentation of circular economy priorities and initiatives is hindering the impact we could achieve.

In this context, in order to address this fragmentation and adopt a systemic approach and clear research agenda for Circular Economy in Europe, CICERONE aims to bring together Programme owners across the European territory and facilitate more cooperation and alignment amongst them.

1.2 CICERONE concept and objectives

As an H2020 project funded under Grant Agreement n°820707, CICERONE aims to build a reliable network of programme owners ("POs") which will jointly determine the priorities and pathways for coordinated R&I for circular economy at EU level.
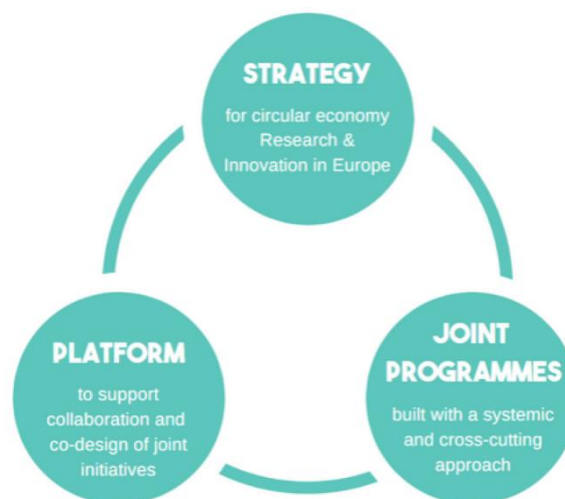
Figure 1: CICERONE's concept

In this framework, the following activities are foreseen:

- Assess the performance of Circular Economy Research & Innovation programmes;

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[1] Deliverable D3.2 Benchmark of governance and financing models of European clusters and platforms (Lead Beneficiary: CEPS) provides more information on the taxonomy of EU initiatives and platforms in general.

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- Build and maintain a Circular Economy SRIA;
- Enhance collaborative research on Circular Economy across the EU

Addressing the challenge of R&D&I fragmentation will increase the sustainability of the transition, all the while valorising existing knowledge and resources. It will also contribute to reaching net-zero carbon emissions and meet the targets set in the Paris Agreement and EU Green Deal. Agreeing on common priorities may also influence the priorities in future European, national and regional CE programmes.

1.3 Scope and objectives of the deliverable

To support the achievement of CICERONE's objectives defined in 1.2, this deliverable aims at detailing the services, the business model options and high-level business plan financials to make the platform sustainable.

This deliverable does not include the following operational elements which are covered in other deliverables of the work-package: Governance (D3.4), team in charge of running the platform, legal structure of EU CCH (D3.4), implementation plan (D3.8).

1.4 Relation with other CICERONE deliverables and milestones:

The following scheme provides information on the relation with other CICERONE deliverables and activities of WP2 and WP3.
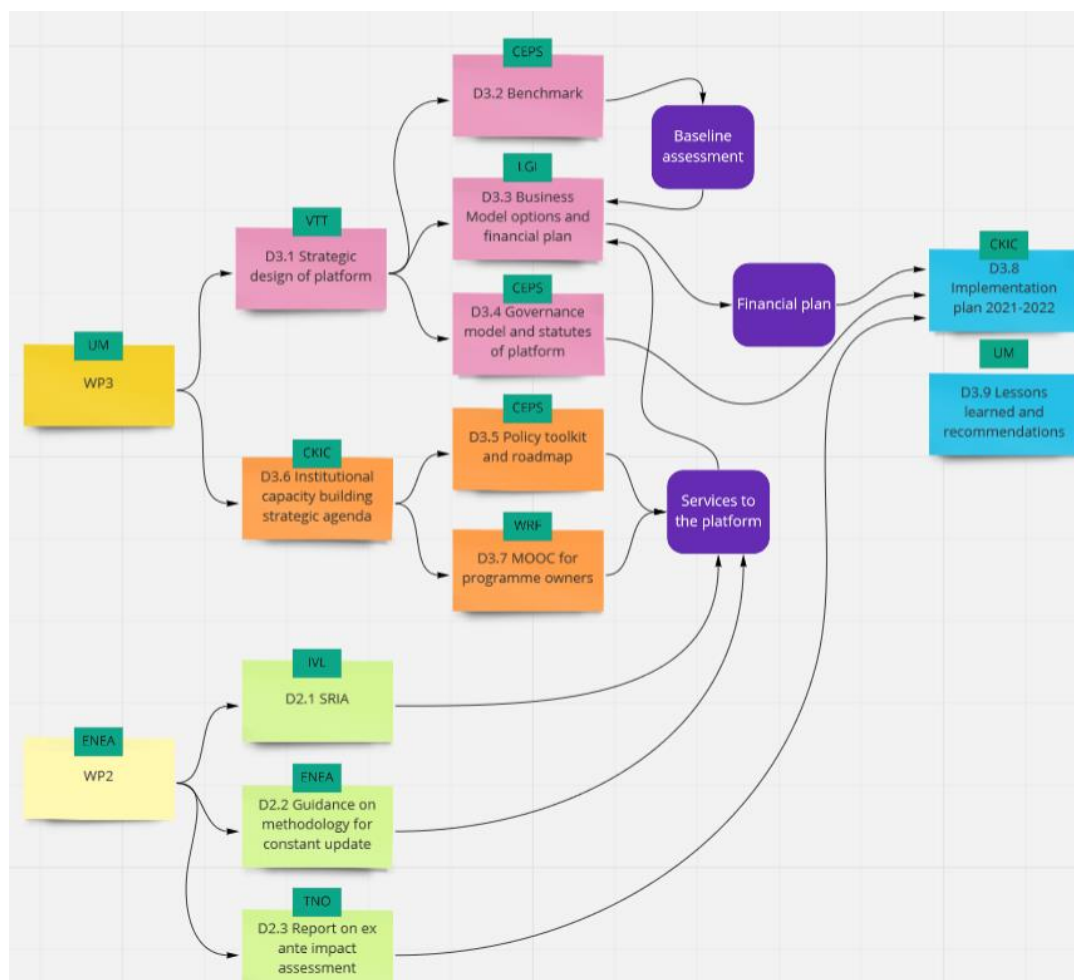
Figure 2: Interactions with other deliverables & activities (Source: EIT Climate-KIC)

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1.5   Intended readership

This deliverable is intended for:

- **The team in charge of formally launching the EU CCH** or merging it with other existing initiatives. This deliverable shall provide them with tools and ideas on how to run the platform.
- **CICERONE's partners as a whole**. This deliverable shall help them understand the different options that were considered.
- **Programme owners dedicated to circular economy**, who wish to contribute to the launch and operation of the future platform.
- **Future members of the EU CCH**. This deliverable shall help them understand the different options that were considered as far as the business model is concerned.

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2 Methodology

In this section, we present the methodology that has been used within CICERONE to identify the platform value proposition, services and business model.

Section 2.1 details the key concepts and tools used to guide our reflection. Section 2.2 explains the scope of the benchmark of other R&I platforms. Section 2.3 clarifies how the concepts and tools were implemented in the context of CICERONE. Section 2.4 details the methodology limitations.

2.1 Key concepts & tools

2.1.1 Business model Canvas

The concept of Business Model was used throughout the document in order to reflect on how the platform will be sustainable both financially and in relation to the added value it provides.

Scholars or experts typically represent business models through a mixture of informal textual, verbal, and *ad hoc* graphical representations [1]. Many different definitions and operational frameworks have been used so far. The frameworks designed by Osterwalder & Pigneur [2], Christensen and Kagermann [3] are today among the most commonly used by entrepreneurs and innovators in Europe.

In this deliverable, we chose the definition of Osterwalder & Pigneur: a business model is "*the rationale of how an organization creates, delivers, and captures value*"[4]. The business model canvas designed by these authors to operationalise the concept includes nine dimensions, as shown in Figure 3. This canvas provides a very powerful tool to describe, design, challenge, invent, or pivot a business model. For the same reason, it has rapidly become a reference worldwide in the fields of entrepreneurship and of innovation management.

Key partners	Key Activities	Value Propositions	Customer Relationship	Customer Segments
• Who are our key partners? • Who are our key suppliers? • Which key resources are we acquiring from our partners? • Which key activities do partners perform?	• What key activities do our value proposition require? • Our distribution channels? • Customer relationships? • Revenue streams? **Key Resources** • What key resources do our value propositions require? • Our distribution channels? • Customer relationships? • Revenue streams?	• What value do we deliver to the customer? • Which one of our customers' problems are we helping to solve? • What bundles of products and services are we offering to each segment? • Which customer needs are we satisfying? • What is the minimum viable product?	• How do we get, keep, and grow customers? • Which customer relationships have we established? • How are they integrated with the rest of our business models? • How costly are they? **Channels** • Through which channels do our customer segments want to be reached? • How do other companies reach them now? • Which one work best? Are more cost efficient?	• For whom are we creating value? • Who are our most important customers? • What are the customer archetypes?
Cost Structure • What are the most important cost inherent to our business model? • Which key resources are most expensive? • Which key activities are most expensive?			**Revenue Streams** • For what value are our customers really willing to pay? • For what do they currently pay? • What is the revenue model? • What is the pricing tactics?	

Figure 3: The nine dimensions of the Business Model Canvas (Source: Osterwalder & Pigneur)

2.1.2   Value proposition

The value proposition is a concept that we used in Section 3 & 5 to reflect on the relevance and attractiveness of EU CCH's services. It is also a concept developed in D3.1.

The value proposition [5] describes how the product or service solves or improves the problem, what benefitting customers can expect and why customers should buy from you over your competitors. Several examples are available below:

Company	Value proposition
Lyft	Rides in minutes
Mailchimp	Send better email
Bitly	Shorten, share, measure
Apple MacBook	Light. Years ahead
Vimeo	make life worth watching
Opera	fast, secure, easy-to-use browser
Pinterest	a few (million) of your favourite things
Evernote	Remember everything
Spotify	Soundtrack your life

Table 2: Example of value propositions

2.1.3   Key success factors

To meet the objectives of the project, this deliverable was written while bearing in mind the key success factors as presented in Table 3.

Key success factor	Actions taken
Take into account the systemic circular economy research environment	Benchmark of current CE programmes & schemes, consultations with EC
Achieve significant stakeholder involvement	4 workshops with POs, numerous questionnaires completed by POs, individual interviews
Consider the needs of all stakeholders (POs, EC, etc.)	All kinds of stakeholders invited to and engaged in the CICERONE workshops

Table 3: Actions taken towards key success factors

2.2   Benchmarking the value proposition and business models of other R&I platforms

In parallel to the consultation of POs and internal reflections within CICERONE, other R&I platforms were benchmarked to see how they operate and understand how they have been managing to be sustainable over time. The approach seeks to identify best practices in terms of platform business model and services.

The benchmark followed different consecutive steps:

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- First, we proceeded to the selection of the platforms to be analysed. Some basic requirements were necessary to define the scope of the benchmark:
    - Benchmarked platforms shall satisfy the following criteria: Have a European scope, a Joint Programming purpose[2], and demonstrate a certain level of activity[3] (publications, projects, dissemination activities, etc.)
    - The benchmark will include and analyse most relevant platform types such as: Joint Programming Initiative, European Technology & Innovation Platform, ERA-NET, Joint Undertakings, and stakeholder platforms (e.g. ECESP).
- Then, we identified the platforms' main services and tried to identify a pattern (*"is there any preferential platform model for a given service?"*)
- We identified the various funding models and analysed if there were possible links with the services proposed
- Finally, we identified the drivers & barriers to sustain the platform in the long run

This benchmark complements D3.2 Benchmark of governance and financing models of European clusters and platforms performed by CEPS on Month 6.

2.3   Co-design of business model options

In order to identify the appropriate business model for EU CCH, we used two complementary co-design approaches. We interacted and exchanged with Programme owners and conducted internal workshops within the CICERONE partner consortium. EIT Climate-KIC also facilitated sensemaking sessions to reflect at Task level, to feed the reflection and make sure all different aspects were covered.
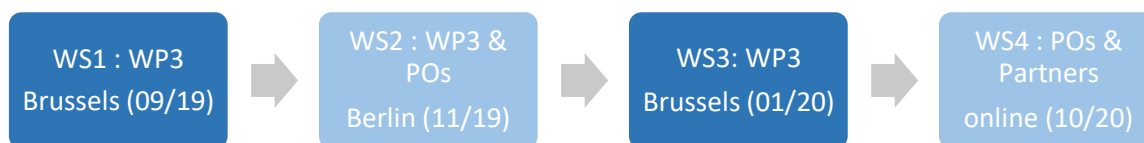
Figure 4: Overview of CICERONE's internal workshops dedicated to Business Modelling

2.3.1   Dialogue with Programme owners

Dialogue with POs was envisaged using three different ways: workshops, individual interviews, online questionnaires.

2.3.1.1   Workshops

Direct and extensive exchanges were the privileged interaction mode. This was possible through two workshops with POs, held in Berlin in November 2019 and in October 2020.

Proceedings of the workshop 2 (see Figure 4) held in Berlin in November 2019 are detailed in D4.6. The workshop was organised around three sessions on: Joint Programme, Platform, Exploring barriers. The session on the platform was the occasion to reflect on the services to be offered by the platform, the resources needed, the core users, and the benefits/returns stakeholders expect.

For the workshop 4 with POs held in October 2020, two online sessions of approximately three hours were organised gathering more than 40 participants for each session. Following an opening presentation on the platform, various questions were asked to the participants on their appreciation

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[2] As this is the core of CICERONE's value proposition.

[3] Or at least the platform shall have been active during a certain period of time (e.g. case of the European Joint Programme CONCERT)

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of EU CCH's business model, services, governance model, financing model. Both qualitative and quantitative feedbacks were collected. Proceedings of workshop 4 are available in D4.7

2.3.1.2   Individual interviews

In order to reach out to as many POs as possible, WP3 partners conducted one-hour online interviews, guided by pre-prepared questionnaires that were sent to the interviewees before the call. The template of the questionnaire is available in Section 7.1. These questionnaires contained two main types of questions on Business Model (1) and Governance (2). The organisations to which the interviewees belong are available below in Table 4. These interviews were conducted in December 2019.

2.3.1.3   Online Questionnaires

In order to continue our engagement work with POs and confirm our business model options, online questionnaires were distributed online in April 2020, using the same structure as for the individual interviews. The template of the questionnaire is available in Appendix 2: Questionnaires to POs (online version distributed). These questionnaires contained two main types of questions on Business Model (1) and Governance (2).

Organisation name	Country
Agence nationale pour la recherche (ANR)	France
Agence de l'environnement et de la maîtrise de l'énergie (ADEME)	France
Economic Ministry	Luxemburg
Environmental Department Ministry (Castilla Region)	Spain
Environment Ministry & Chamber of Commerce	Serbia
IHOBE - Public environmental management Society of the government	Spain
JHCVV	The Netherlands
Ministry of Economic Affairs	Finland
Ministry of Economic Development and Technology	Slovenia
National Agency for innovation	Portugal
Research Council	Estonia
Sviluppumbia (Deputy agency of Umbria Region)	Italy
United Nation Environment Programme	International

Table 4 : List of interviewed POs

2.3.2   Internal workshops

In addition to the dialogue with POs, CICERONE conducted two workshops with consortium partners to reflect on the platform business model, governance, and added value.

Workshop 1 (WS1) took place in September 2019 in Brussels and included 12 participants from WP3. This one-day meeting was an opportunity to start the reflection on the value proposition and services.

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Participants were split in two different tables, with one dedicated to brainstorming on governance and the other dedicated to business modelling.

Workshop 3 (WS3) took place in January 2020 in Brussels and included participants from WP3 and other related partners. Approximately 20 participants joined this one-day workshop. The introductory remarks and open discussion were followed by targeted discussions in three separate tables dedicated to the services to be implemented by the future platform, in line with the conclusions of the Berlin workshop in November 2019.

2.3.3 Sensemaking sessions

Between work-package meetings, interactions with POs and workshops, CKIC organised a series of sensemaking sessions to ensure consistency between the different deliverables of WP3. It was also a way to ensure a common direction between partners. The online interactive tool Miro was used by CKIC to make interactions easier and more visual. Partners involved were requested to identify their difficulties beforehand so that the sessions could be more fruitful.

These sessions helped address a series of questions not addressed during the WP meetings and the workshops with POs such as: the difference of "rights" between the different levels of users, the role of SMEs, funding sources most likely to be chosen for EU CCH, etc.

2.4   Methodology limitations

We faced several limitations when applying our methodology to the context of CICERONE's project:

- **Difficulties with PO engagement**. As the project is trying to build a new platform, it made it difficult to explain the initiative and engage the Programme owners, who sometimes did not fully visualise the added value of the platform or did not fully grasp the difference with other platforms in place. To mitigate this, we organised very extensive consultations through 2 PO workshops, individual interviews and online surveys.

- **Difficulty to assess the success of a platform**. When conducting the benchmarking, we discovered that there are many platforms at the European level which are not always active. It proved sometimes challenging to judge their success and added value for their members. This said, this was not the case for all platforms, in particular platforms offering funding, which provide a clear added value for their members. It was therefore possible for us to draw conclusions on these successful platforms.

- **Combining different levels of information & motivation among POs.** As POs were contacted and engaged at different moments of the project, it made our engagement approach more complex as we had to combine different levels of awareness about the project objectives and advancement, while also preventing stakeholder fatigue. This was mitigated by spending additional time with organisations least familiar with CICERONE.

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3 Lessons learnt from other R&I platforms

This chapter aims at learning from other existing R&D platforms about possible platform business models through a benchmark analysis. Section 3.2 lists the different platforms which were selected. Section 3.3 details the lessons learnt in terms of services. Section 3.4 studies a selection of business models that could be used by the EU CCH. Finally, Section 3.5 analyses the barriers and drivers to consider for a platform to be successful in the long run.

3.1 Assumptions

Before presenting the benchmark and its conclusions, it is necessary to anticipate the next part of the deliverable and to briefly explain here the assumptions concerning the platform's future business model (see Section 5.4). Indeed, for the benchmark to be relevant, we need to know the overall direction that the EU CCH could take. Below are our assumptions for the EU CCH:

- Assumption 1: After the end of the project, a legal entity may be created with the following name: EU Circular Cooperation Hub (EU CCH).
- Assumption 2: EU CCH's partners will look for external sources of funding to manage and run EU CCH after the end of CICERONE's project. It is not yet clarified whether this will require a legal entity to be created or not.
- Assumption 3: At some point in the future, the EU CCH may start collecting membership fees in order to run the platform.
- Assumption 4: POs are ready to dedicate an important amount of funding to launch joint calls.

3.2 Presentation of selected platforms

15 platforms were selected for this benchmark based on the criteria mentioned in section 2.2. They are listed in the Table 5 below. Although these partnerships are currently being rationalised by the European Commission, the way they operate is based on principles that will not change in Horizon Europe: exclusively private funding, public-private funding, public-public funding etc.

Name	Type	Date	Funding model
CONCERT	EJP	06/2015 - 05/2020	Public – Public partnership (EU-National)
LEAP-RE	EJP	To be created	Public – Public partnership (EU-National)
SOIL	EJP	02/2020 – 01/2025	Public – Public partnership (EU-National)
Solar ERA-NET	ERA-NET Cofund	2013 -	Public – Public partnership (EU-National)
ERA.MIN & ERA-MIN 2	ERA-NET Cofund	2011 -	Public – Public partnership (EU-National)
BlueBio	ERA-NET Cofund	2018 - 2023	Public – Public partnership (EU-National)
SNETP	ETIP	2007 -	Blended (membership fee)
ETIP Wind	ETIP	2016 -	Blended (membership fee)
ETIP SNET	ETIP	2016 -	Blended (membership fee)
JPI Water	JPI	2013 -	Public/Private

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JPI Ocean	JPI	2011-	Public/Private
JPI Urban Europe	JPI	2010 -	Public/Private
Clean Sky 2 (CS2)	JU/JTI	2010 -	Public/Private
FCH2	JU/JTI	2008 -	Public/Private
IMI	JU/JTI	2007-	Public/Private
Shift2Rail	JU/JTI	2014 -	Public/Private

Table 5: List of benchmarked R&I platforms

The analysis showed that services depend almost entirely on the type of platform: for instance, ERA-NET will always propose services such as joint calls. Therefore, the benchmark analysis will be made by comparing different platform types and not the individual platforms only.

3.3 Lessons learnt in terms of services

When benchmarking the platform websites, several categories of services were identified: Joint Programming / projects, Policy, Scientific Dissemination, Knowledge management. Their subservices are listed below:

Joint programming & projects	Policy	Scientific Dissemination	Knowledge Management
• Joint Programming (SRIA) • Joint calls • (Facilitation of) co-ideation • Partner search / networking	• Facilitating access to policymakers (e.g. participation in the platform meetings) • Policy influence (e.g. Position papers, policy toolkits, etc.)	• Popularisation of scientific research •Factsheets •Video •Promotion of R&I results	• Knowledge Sharing (e.g. repository of data) • Capacity Building (e.g. trainings, workshops) • Access to Infrastructures

Figure 5: Services & Subservices offered by benchmarked platforms

Figures below provide information on services proposed by platforms according to their type. As the exercise aimed at presenting a synthetic view of the services, the simplified colour code is as follows:

- Joint Programming & projects
- Policy
- Scientific Dissemination
- Knowledge Management

ERA-NET Cofund is the H2020 successor of ERA-NET & ERA-NET Plus. It is designed to support Public-Public Partnerships, in particular by:

- Facilitating joint Programming Initiatives between Member States,
- Supporting the establishment of networking structures, design, implementation and coordination of joint activities
- Providing top-up funding to trans-national calls for proposals.

As a main activity of the ERA-NET Cofund, the implementation of the co-funded joint calls for proposals leads to the funding of trans-national research and/or innovation projects. This EU contribution complements programmes or calls funded by entities other than EU bodies, with EU co-financing up to a maximum of 33%. ERA-NETs also offer scientific dissemination services as well as partner search.

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For scientific dissemination, this is done through the dissemination of project deliverables via the ERA-NET website and newsletter.
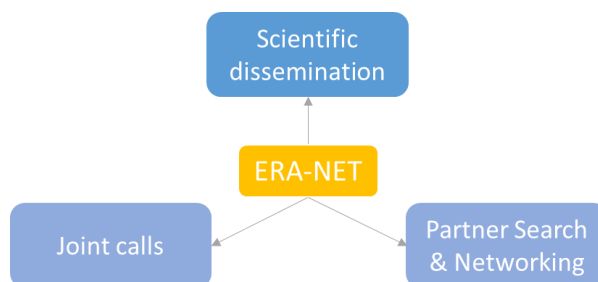
Figure 6: ERA-Net Cofund services

Joint Undertakings (JU) & Joint Technology Initiatives (JTIs) are public-private partnerships in the field of industrial research. The programmes are co-financed by the European public and the private sectors. They organise their own research and innovation programmes and finance projects on the basis of calls for projects.

Their main services are Joint Programming & Joint calls. For the three JU/JTIs we selected (see 3.1), the calls are easily accessible on the main page. They are also available on the EU Participant Portal. As far as Joint Programming is concerned, the approach varies from one JU/JTI to another. For Shift2Rail, it takes the form of a R&I programme broken down in five different sub-programmes, whereas Clean Sky publishes Joint Technical Programmes as well as Development plans. In the end, these different approaches all fall under the joint Programming category.

JU/JTIs also propose to disseminate project results using vulgarisation methods such as YouTube, Flickr but also traditional media tools (website, newsletters). They also facilitate networking, co-ideation and some capacity building services mainly via the organisation of events specifically dedicated to the three services.
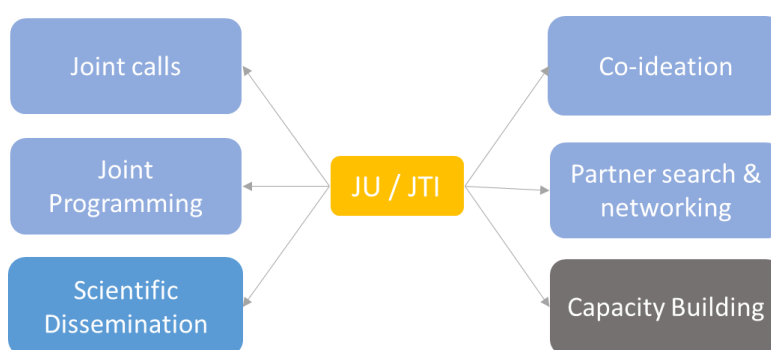
Figure 7: Joint Undertakings & Joint technology initiatives services

Joint Programming initiatives (JPIs) are public-public partnerships between members states. The establishment of the Joint Programming process is based on the observation that only about 15% of European publicly funded civil R&D is cross-border funded. However, the response to the major challenges facing society requires an effort to strategically programme research activities in order to avoid duplication and the dispersion of stakeholder efforts into a multiplicity of small-scale initiatives. In response to these challenges, the joint programming process aims to optimise Member States' research efforts by coordinating research programmes, or even transnational cooperation activities, in order to tackle more effectively the societal challenges that no single State can claim to be able to

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tackle on its own. The Member States commit themselves on a voluntary basis and each initiative is therefore of variable nature and size.

After the development of a common vision and the launch of the SRIA, common activities of each Joint Programming Initiative can be implemented including e.g. capacity building, networking, dissemination, etc.

In H2020, they have been regularly "coupled" with ERA-NETs which supported them with funding in order to implement their strategic priorities.
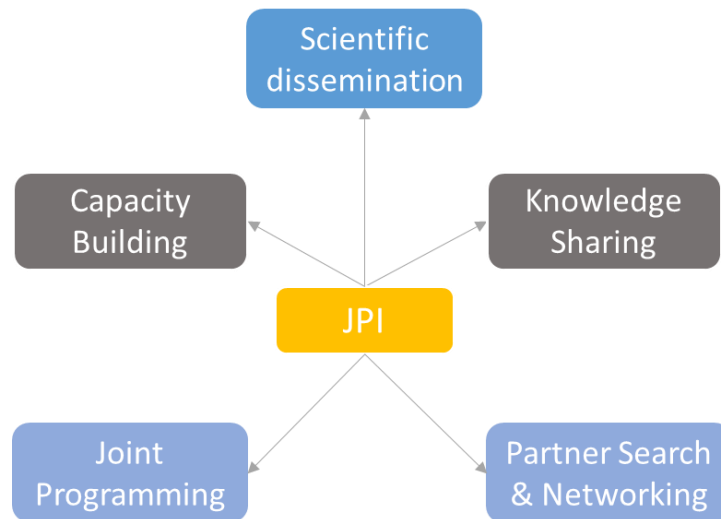
Figure 8: Joint Programming initiatives services

European Joint Programme (EJP) is a structure very similar to ERA-NETs to support national research and innovation programmes on a limited number of topics, with the aim of achieving economies of scale. The projects financed are often of significant scale (15-35M€). Differences between ERA-NETs and EJP lie in the way the priorities and calls are decided, and the way funding is allocated.
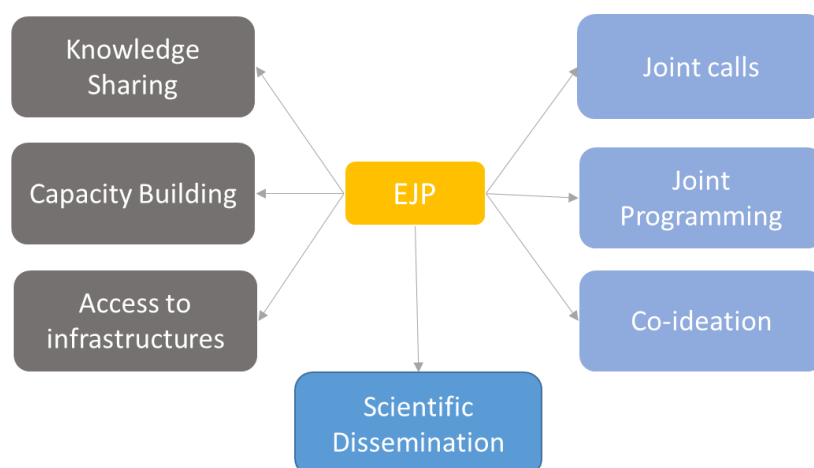
Figure 9: EJP services

European Technology & Innovation Platforms (ETIPs) are industry-led stakeholder fora recognised by the European Commission as key actors in driving innovation, knowledge transfer and European competitiveness in their sector. ETPs develop research and innovation agendas and roadmaps for

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action at EU and national level to be supported by both private and public funding. ETPs are independent and self-financing entities.

Their main services are: Joint Programming, scientific dissemination, knowledge sharing, co-ideation, policy influence, facilitated access to policymakers, partner search & networking.

Joint Programming activities are delivered quite classically through the publication of a Strategic research and Innovation Agenda (SRIA). In SNETP, co-ideation activities are implemented via an online co-ideation platform which enable users to exchange on their project ideas and for the community to provide "labels" for the best project ideas. Users have to follow a specific procedure divided in two steps depending on the project maturity. ETIP then usually support the scientific visibility of the projects by publishing its deliverables and advertising its events. Networking and partner search are facilitated by regular meetings (workshops, working meetings, tech tours, etc.). Policy influence and facilitated access to policymakers are implemented either via the publication of letters, position papers, factsheets or directly via specific meetings organised with members of EU institutions.
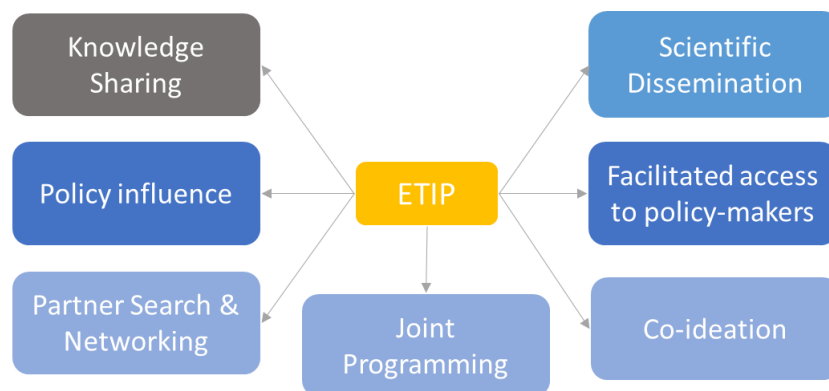
Figure 10: Services provided by ETIPs

Based on the analysis provided in this section, we notice the following:

- **ETIP, JPI, JU/JTI all propose "Joint Programming" as a service**. This seems to be working well as they all manage to update regularly their Strategic Research & Innovation Agenda (SRIA). However, the content of the SRIA differs a bit between these three actors: ETIPs are more industry-oriented with a wide range of different TRL levels. JU/JTIs are also industry-oriented but their technical agenda covers very high TRLs (more innovation than research). JPIs are driven by public actors.
- **For Joint calls at Programme owner level, there is one preferential platform type: ERA-NET (public-public funding model)** which is exactly designed at facilitating transnational research between Programme owners of different countries. EJP platform type is very similar to ERA-NET, apart from the fact that funding rules for projects are different and private sector members can also contribute directly to the content of the calls (cascading grant).
- **For policy services,** the ETIP model (private funding model) offers a good vehicle as they gather a wide range of representative actors, especially industrial actors, which are important to the European Commission. They also appear as sector-representative, and more "neutral" as they are, in principle, not driven by any member state. They implement this service via the publication of papers, by inviting members of EU institutions to the meetings of the platform.
- **Capacity building** is mostly implemented through workshops or courses funded and organised by EU projects and advertised by platforms. However, there is no specific pattern regarding the type of platform implementing this service.

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- **As far as scientific dissemination, knowledge sharing, networking & partner search are concerned,** the platforms implement them quite classically through respectively the issuance of newsletters and social media, online repositories, and networking events (e.g. stakeholder events). This is implemented either by subcontracted service providers or by permanent staff of platforms or "leading organisations".
- **As far as co-ideation is concerned, the SNETP process proved to be effective** as they manage to get around 200 project ideas, and label approx. 100 of them. JU IMI has a similar process.

3.4 Lessons learnt in terms of business models

Based on the previous sections, we notice the following among the benchmarked platforms:

- **There are three main types of business models:** public-public partnerships (ERA-NET, EJP, JPI), public-private partnerships (JU/JTIs), and private not-for-profit associations (ETIP via membership fees). As far as the ETIP business model is concerned, fees are collected to run the platform, on the basis of a commonly decided scope of activities and services offered to all members of the platforms. As said above, these three types of business models will not evolve even though the European Commission is currently rationalising the different partnership forms.
- **The service-fee model does not exist in any of these platforms**. One of the reasons behind may be that the purpose of the platforms is not-for-profit. A service fee implies that there is uncontrolled income which impacts the budget balance, something that by nature an association wants to avoid.

The following lessons can be learned for the EU CCH:

- **The ETIP model (exclusively private funding model) is probably hard to achieve directly after the end of the project.** Before its concrete implementation, a significant amount of community preparation and structuring work is required. Many ETIPs were born with the support of the European Commission and are now self-financed, but it took several years to achieve this situation.
- **Similarly to ERA-NETs, the EU CCH will probably opt for a two-level governance**, with POs as core members deciding the content of joint calls and updating the SRIA, and other contributors participating in the calls.
- **The services to be proposed by the EU CCH will depend entirely on the funding** secured by the platform.

3.5 Lessons learnt in terms of drivers and barriers

After analysing the context of European platforms, we can identify a certain number of drivers and barriers for establishing a new platform devoted to circular economy Research:

3.5.1 Drivers

Circular economy is an emerging and trendy theme, among the top priorities of the European Green Deal as stated in the December 2019 [6]. This is also reflected by the number of new Green Deal calls, published by the European Commission, containing circular economy priorities in their scope.

Another driver is that the **European Commission is currently rationalising the different types of partnerships** accumulated over H2020, FP7 and even before [7]. Even though the list of candidate partnerships is now fixed, there may be room to join forces with new partnerships, close to Circular Economy topics although less cross-cutting, such as:

- Partnership 17. Carbon Neutral and Circular industry

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- Partnership 37. Circular bio-based Europe: Sustainable, inclusive and circular bio-based solutions
- Partnership 24. Built environment and construction

Support from the European Commission at the initial stage of the platform is a common success factor for all the studied platforms. As said in the previous section, being independent directly after the end of the project shall prove to be difficult as the platform will only be operational when the project ends.

3.5.2 Barriers

Several barriers were identified:

Avoid duplication. At the EU level, there are already a certain number of initiatives with whom the EU CCH should collaborate in order to avoid duplication of work, such as ERA-MIN 2 and ECESP.

- The objective of ERA-MIN 2 is to strengthen the coordination of national and regional research programmes in the field of non-energy non-agricultural raw materials by implementing one joint call for proposals resulting in grants to third parties with EU co-funding. It will finish in 2022. If relevant, the **EU CCH could apply for ERA-MIN 2 calls.**
- As far as knowledge management is concerned, ECESP facilitates the research of contacts, reports, good practices, events, publications. ECESP also provides a funding watch. The **EU CCH could build synergies with ECESP for knowledge management and watch services, by supporting the implementation of these services and get access to them for its members.**

Funding. Depending on the scope of the platform services, securing appropriate funding could prove to be an issue as joint calls, in practice, work only if there is European funding at disposal. The analysis of the platforms shows that in-kind contributions for joint calls exist in some ETIP but is not substantial.

3.6   Key take-aways

Services & business model

- **If the EU CCH wants to launch and implement joint calls driven by public programme owners, then, the ERA-NET and JPI two-level approach is appropriate**, with the POs writing the calls and the other types of members participating in the calls.
- **Service-fee models should not be envisaged in the EU CCH business model,** as it does not provide visibility for the platform finances and as the association shall be non-profit.
- **The ETIP membership fee model (private funding model) works well when a critical mass of organisations are already association members.** Only when the EU CCH manages to be sustainable over time and prove its value, could it opt for this model.

Interactions

- **Securing EU support is key to the success of EU CCH.**
- **The EU CCH is recommended to collaborate with existing platforms on their field of expertise and services:** raw materials for ERA-MIN 2, stakeholder engagement with ECESP).
- **Some services, such as events or regulatory watches, are already offered by other platforms. In such cases, the EU CCH could liaise with these platforms to support the implementation of these services and get access to them for its members.**

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4   Results of internal and external consultations

The previous section presented the methodology used to explore possible business models for the EU CCH. The elements presented in this section are based on the results of the work carried out based on this methodology. Below is a wrap-up figure summarising the various steps taken throughout this reflection.

WS1 / Internal WP3 Brussels (09/19)	• First reflection on platform services with partners • Decision on platform model and on central role of POs
WS2 with POs Berlin (11/19)	• Validation of Joint Programming topics • Selection of main services • Structuration of the policy toolkit
Interviews with POs	• Feedback on subservices • First indication on interest for future platform • Feedback on gouvernance options
WS3 with WP3 Brussels (01/20)	• Collective reflection on business model options • Collection reflection on governance model options
WS4 with POs Online (10/20)	• Feedback on business model by POs • Feedback on services by the POs

Figure 11: steps towards the definition of the platform business model options

4.1   Brussels workshop #1 with partners in September 2020

This workshop was the first collective reflection to clarify the value proposition of the platform, its type and focus and to define the key services that it could provide. It served also as preparation groundwork for the codesign of services planned as a next step for the following PO workshop in Berlin.

The workshop confirmed that the EU CCH would be a platform focused on the POs and it prioritised and described the following key services:

-    Facilitation and orchestration of joint initiatives and targeted events
-    Knowledge sharing database for local, regional and national authorities and other stakeholders
-    Policy-related activities: white papers, comment papers, direct communication, etc.
-    Support national and regional POs to integrate CE into INTERREG programmes and strategic alliances
-    Joint R&D&I initiatives: execution and follow-up
-    Training and capacity building events

4.2   Berlin workshop in November 2019

The session on the Platform prototyping tool was the opportunity to reflect on the value proposition and the basic elements of the EU CCH's business model. The main conclusion of the workshop was the identification of four service lines:

•   Joint programming

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- Policy influence
- Capacity building
- Knowledge sharing

In addition, the reflection on their implementation and codesign was initiated, with the identification of users, resources, and benefits/returns.

One of the outcomes of the workshop was that non-PO stakeholders should also be addressed somehow in the platform services. The platform would therefore have two levels of "users": 1st level composed by POs, 2nd levels composed by other stakeholders such as SMEs, Research centres, etc. Special attention was devoted to SMEs, that shall be entitled to participate in the implementation of the platform's CE R&I programmes.

The interviews in December 2019 and the workshop with WP3 partners in Brussels in January 2020 were the opportunity to go more in depth and specify their subservices for each of these 4 service lines.

4.3   Interviews in December 2019

The following orientations were drawn from the interviews with POs:

- The service "Joint R&D&I initiatives" which includes Joint programming, and its related implementation via initiation, execution and follow-up of projects can be considered as a must-have service. Nearly 100% POs consider it as the main added value for the platform.
- The service-fee model was widely discarded by the POs, which rejected the a-la-carte model.
- In general, consulted POs are ready to contribute in-kind for the implementation of the services in which they are interested.
- POs also expressed their unanimous preference for a two-level membership with POs playing a central role especially for Joint R&D&I initiatives (1st level) and the other types of members participating in the activities but with lower leverage on their design.
- The willingness to avoid duplication with existing services & platforms was clearly expressed, hence the advice to join forces with existing initiatives.
- There was a consensus that the future platform should be digital and if possible, physically hosted in Brussels by one of the members of the EU CCH, most probably in EIT CKIC premises.

4.4   Brussels workshop #2 with partners in January 2020

The workshop was split into three groups which worked on one or two of the four key service lines: Joint Programming, Policy, Capacity building & Knowledge sharing. They provided content to enrich the reflection on the services and subservices to be proposed by the future platform EU CCH. For each service, its objectives, means of implementation, resources, and partners were addressed.

The synthesis of each table is available in Appendix 1.1 and has fed the various tables for the business modelling analysis in Section 5.1.

4.5   Online Workshop in October 2020

First, the POs were asked to evaluate the relevance of the business model and main services of the EU CCH. The results are available in Figure 12. The main lesson to be learnt is that the orientations taken by the CICERONE consortium for the future EU CCH platform partly or totally reflect the needs of POs. To ensure that the EU CCH remains relevant to their needs, POs should continue to be engaged even after the end of the CICERONE project.

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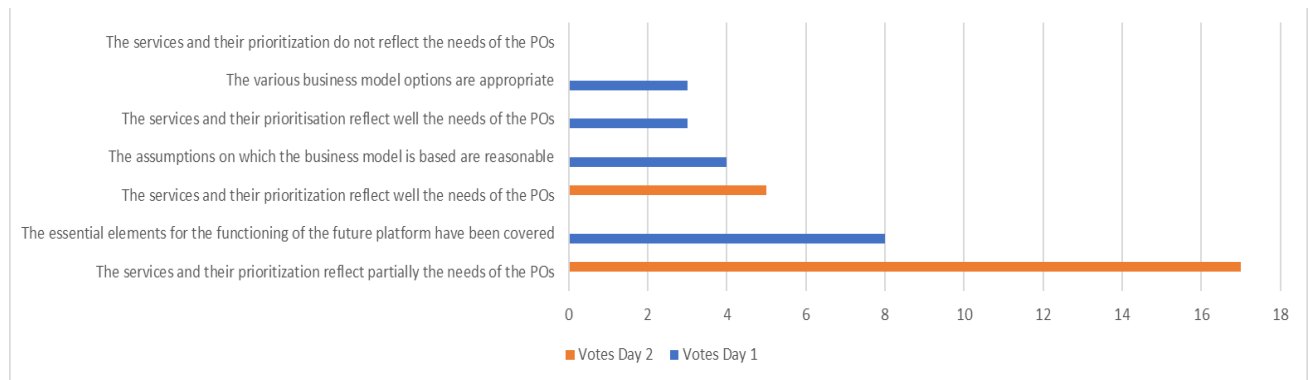
Figure 12: Feedback on platform business model & services

Second, the participants were asked which of their needs, related to how the future platform should function, seemed to not be sufficiently covered. The results are available in Figure 13.
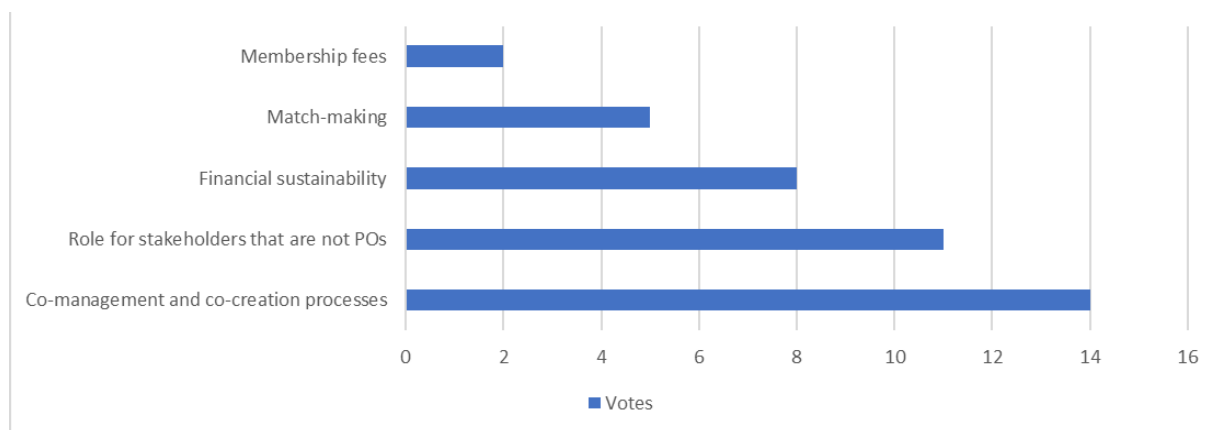
Figure 13: Feedback on platform functions

The financial sustainability of the platform could not be very explicit in the initial presentation of the platform due to the lack of time available, which may explain the 8 votes in this sense. The role of the 2nd level of users is however a point that will have to be further examined when the EU CCH is launched. The general principle is that for the central services of the platform, i.e. Joint Programming and design of joint calls, POs will be in the front line for their design while other users will only be able to participate in their implementation. "Co-management and co-creation processes" has always been a priority for CICERONE and will continue to be under the EU CCH.

Conclusion: As a result of the internal and external consultations, the services to be proposed by the EU CCH will belong to four service categories:

- **Joint programming**
- **Policy influence**
- **Capacity building**
- **Knowledge sharing**

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5   Business model strategies

Section 5.1**Erreur ! Source du renvoi introuvable.** will detail who should be the users of the platform. Section 5.2 will detail the various services and subservices that could be proposed by the EU CCH, based on the results of the consultations presented in Section 4 and on the lessons learnt from other R&I platforms presented in section 3. Even before financing issues are addressed, an initial prioritisation exercise will be done in Section 5.2.6 to select most relevant subservices. Section 5.3 will present all the possible funding opportunities for the EU CCH. Section 5.4 will introduce three theoretical business model scenarios for the platforms based on the section 5.2 and on the financing opportunities presented in section 5.3. Section 5.5 will detail in practice how these two scenarios could be implemented.

5.1   Platform users

The main users of the platform will be the POs. They will be in charge of defining the content of the joint programming, the scope of the calls. In general, they will be the main decision-makers in relation to the strategic choices of the platform. They will therefore form the first circle of users of the platform.

The second level of users will be formed by other stakeholders without a programmatic role such as private companies, research centres, universities, etc. They will be invited to participate in the implementation of Joint programming by taking part in Joint calls. They will also have access to the other services of the association and may eventually contribute to them in-kind by bringing their knowledge, skills and infrastructure.

5.2   Adopting a modular approach for the platform services

For each of the four service lines, this section will detail their value proposition, describe their main purpose. Then a first table will confront the PO needs.

An extensive list of subservices is then envisaged and ranked (see column #) according to their relevance as analysed by some key CICERONE contributors: Joint Programming (CKIC, ENEA, IVL), Policy (CEPS), Capacity Building & Knowledge Sharing (JWTS – IETU). The last column attempts to rate the difficulty of implementing the service on a scale of 1 to 5 (1 being the lowest) using the average of the grades of the three following criteria: cost, human effort, required PO contribution.

The approach was voluntarily quite extensive, in order to list all possible ideas for subservices as exhaustively as possible. This deliverable can be considered as a suggestion box at the disposal of the EU CCH's future governance.

5.2.1   Joint Programming

5.2.1.1   Service in a nutshell

Joint programming. This service aims at initiating and then coordinating joint programmes between the members of the EU CCH. This objective is based on a number of shortcomings presented in Table 6 such as the lack of systemic approaches and clear research agendas, the duplication of research schemes on similar circular economy topics, etc. As presented in Table 7, this objective can be achieved by common R&I programming, joint calls, the implementation of a project monitoring methodology. In the long term, the service has the ambition to contribute to reduce the fragmentation of European research funding for circular economy and to embark countries less advanced in their circular economy agendas.

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5.2.1.2 Value proposition, needs & objectives

Value proposition: *"Co-fund high-impact research on circular economy"*

This service aims at defining a common R&I agenda between the members of the platform and then implementing this agenda through joint programmes.

Joint programming		
PO needs & issues	**Service high-level objectives**	**Sub-objectives**
Need 1: Lack of systemic approach and clear research agenda	HLO 1.1 Support common programming	SO 1.1.1 Increase coherence between EU / National / regional programmes & priorities
Need 2: Support needed to develop appropriate and efficient funding schemes to implement projects / calls under SRIA Need 3: Duplication of research schemes on similar circular economy topics	HLO 1.2 Support joint calls HLO 1.3 Contribute to decreasing duplication of research schemes	SO 1.2.1 Increase funding synergies between funding agencies at various levels
Need 4: Support needed to build effective mechanisms of cooperation with regional/national/European institutional stakeholders for SRIA implementation	HLO 1.4 Adopt an inclusive European wide circular economy strategy	SO 1.4.1 Embark EU less developed countries in circular economy initiatives

Table 6: PO needs related to circular economy Joint Programming

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5.2.1.3 Specifications of potential sub-services for Joint Programming

#	Sub-service: title & function	Key success factors	Key activities	Implementation difficulty (0: lowest; 5: highest)
1	**Common R&I programming** This sub-service refers to the joint prioritisation and programming of R&I activities as identified by stakeholders and POs EU-wide. It builds on the state-of-the-art in CE R&I programmes as assessed in WP1 and defines next steps ahead.	• A critical mass of EU POs contributing to the document achieved • Regular and substantial collaboration between contributors achieved • Sufficient representativity of POs achieved • Key contributors onboard • Regular update of SRIA according to recent R&I progress	• Write and update the SRIA • Establish drafting plan • Appoint key people in charge for the various SRIA sections • Organise writing sessions • Organise peer review with external experts • Establish a work-programme of several years with priorities & funding envisaged	**3** • No cost apart from designing the document (1) • Effort: Requires substantial human effort (4) • PO contribution: Requires important commitment from POs (4)
2	**Joint funding (joint calls)** This sub-service refers to the launch of joint calls within EU CCH's community (co-funded by EU and EU CCH POs). It would enable to structure EU CE research and strengthen synergies between different EU funding schemes	• Appropriate funding secured for joint calls • Significant commitment from POs • Significant number of applications	• Definition of joint calls mechanism (funding amount, monitoring, review, contract, etc.) • Launch calls • Rank/rate proposals • Monitor advancement	5 • Cost: Requires funding to finance the calls (5) • Effort: Human effort needed to launch the call, rank & monitor (4) • PO contribution: Requires significant PO contribution (5)
3	**Project monitoring and exchange** This service aims at following up and monitoring the projects funded or labelled/endorsed by EU CCH. This service is conditional to the existence of the service "joint calls" mentioned above. This service enables to make sure that the projects co-funded by EU CCH POs are evolving in line with their initial purpose and with the expectations of the funders	• Standardised follow-up procedure in place • Project monitoring tools made available • Deadlines and deliverables are met • Process in place for POs to exchange project progress, outcomes and lessons learned, which should feed into future programmes and projects (so that they build on experience)	• Review meetings • Workshops to exchange progress and learnings, discussions on how it feeds into future work	1 • Cost of the project monitoring (1 if no specific tool needs to be deployed) • Human effort needed to follow up the project (2) • Low PO contribution expected (2)

4	**Online co-ideation platform**
	
	This service refers to the creation of an online collaborative platform to facilitate the exchange of R&I ideas between EU CCH members.
	
	This service enables the creation of a single one-stop shop for co-ideation within EU CCH, with its own rules & functioning.
	
	This service aims at supporting the joint calls
		• Co-ideation platform developed
		• Critical mass of PO using the platform
		• Critical mass of ideas posted on the platform
		• Substantial quantity of qualitative ideas becoming projects
			• Create EU CCH co-ideation platform including functionalities such as:
			  o File sharing
			  o Interface with all project ideas and their level of maturity
			  o Enable interactions on project ideas (comment, forum)
			• Organise reviewing / labelling sessions to "validate/recognise" the best ideas
				3+
				
				• Cost to develop the platform (5)
				• Human effort needed to develop the platform, then to monitor the functioning and maintain an active and sustained participation (3)
				• PO contribution required to use the platform (3)

Table 7: Subservices related to Joint Programming

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5.2.2 Scientific Policy advice for EU CE transition

5.2.2.1 Service in a nutshell

Policy influence. This service aims to channel the position of the EU CCH's members to EU, national and regional policymakers in circular economy. This objective is based on a number of shortcomings presented in Table 8 such as the difficulty to get access to policy-makers. In collaboration with all the EU CCH's members, as shown in Table 9, this objective can be reached by drafting policy roadmaps, position papers, the organisation of specific events, communications campaigns, etc. In the end, the service is expected to accelerate EU circular economy transition.

5.2.2.2 Value proposition, needs & objectives

Value proposition: "*Make circular economy research a priority for Europe***"**

Policy influence		
PO needs & issues	**Service high-level objectives**	**Sub-objectives**
Need 1: Insufficient recognition of circular economy at several institutional levels & difficulty to get in touch with Policy makers	HLO 2.1 Bring circular economy higher up in the European policy Agenda	SO 2.1.1 Privileged access to policy-makers SO 2.1.2 Increase the visibility of circular economy at EU level
Need 2: Insufficient funding	HLO 2.2 Increase funding for circular economy-related projects	N/A
Need 3: Lack of systemic approach on circular economy	HLO 2.3 Make circular economy a cross cutting theme within all EC DGs	N/A

Table 8 : PO needs related to circular economy policies

5.2.2.3 Specifications of potential sub-services for Policy Influence

#	Sub-service: title & short description	Key success factors (partners, resources, funding)	Key activities	Implementation difficulty (0: lowest; 5: highest)
1	**Issuing Position papers** This service refers to the publication of position papers on given topics related to circular economy funding, research and innovation, legislation development and implementation, etc. This service aims at addressing policymakers (at national and EU-level) by means of a formal document	• Clear and well-written papers • Position papers published at the strategic moment (before the issuance of work-programmes or framework programmes) • Reflect a diversity of stakeholders' opinions and cross-sectoral approach • Several media outlets talking about the paper • Paper quoted in EU legislation or texts	• Appoint drafting team • Coordination of stakeholder engagement to co-create the drafting process • Write position and research papers • Associate many of EU CCH's members • Get signatures on the letter/memorandums	3 • No non-human cost (1) • Important human effort to draft position papers but position papers are not so frequent per year (5) • Relative amount of PO contribution needed to get signatures and to draft (3)
2	**Policy Roadmap** The Policy Roadmap is a tool that provides recommendations on how to design a stepwise development of EU joint programming and funding on research and innovation	• Contribution of POs to the drafting of the document • Endorsement by all the EU CCH community • Reference to the policy roadmap in EU calls	• Policy recommendations • Steps and timeframe for stepwise development of CE joint programming • Alignment with EU long-term policy objectives • Peer review	4 • No cost apart from designing the document. (2) • Significant human effort to draft the document (5) • Coordination of POs and stakeholders to draft/update the Roadmap (5)
3	**Policy events** Bring national, regional and local POs together with EU and national policymakers, and also SMEs, industries and research institute to exchange ideas on joint programming in Circular Economy	• Significant participation turn-out, in particular from EU decision-makers	• Online webinars/discussions • In-person & online workshops • High-level events (online & offline)	• 5 • Costs related to the hiring of service providers (5) • Important effort to design the events objectives, concept, etc. (5) • Coordination of POs and stakeholders (5)
5	**Regulatory watch**	• Regular issues of the watch (e.g. every 2 months)	• Identify the team in charge	3 • Cost of a service provider (4)

	This service refers to the close follow-up of updates on EU directives & regulations via a regular watch bulletin issued for the EU CCH members. This service enables EU CCH's members to stay up to date in terms of EU/CE affairs	• Watch bulletin read by the members (cf. statistics)	• Compile & prioritise the information • Draft the bulletin • Design & send the bulletin	• Human effort (3) • PO contribution is very limited in principle (2)
6	**Communication campaigns** This service refers to disseminating information on CE related news, technologies, projects, etc to the public as a whole via communication campaigns This service shall increase the visibility of CE at EU level and eventually increase funding for CE-related projects	• 1-2 campaigns/year • Several media mentioning the campaign • The campaign generates interactions with European stakeholders & institutions	• Identify the team in charge • Collaborate with existing platforms (e.g. ECESP) • Identify topics for the campaign • Draft the content • Disseminate the campaign	3 • Cost of service provider doing the communication campaign (4) • Human effort depends on who is doing the job (3) • PO contribution is very limited in principle (2)
7	**Issuing Research papers** This service refers to the publication of research papers on circular economy developments This service aims at presenting research on the needs at EU and national level in the areas of circular economy	• Publication in review • Dissemination beyond EU CCH's community	• Identify research topics relevant for EU CCH • Draft papers	5 • Cost: no non-human cost (5) • High human effort (5) • Requires PO or experts contribution to draft the content (5)

Table 9: Subservices related to policy influence

5.2.3 Capacity building

5.2.3.1 Service in a nutshell

Capacity building. This service aims to increase the skills and knowledge base for POs to implement circular economy priorities in their activities. This objective is based on a number of shortcomings and needs presented in Table 10 such as the insufficient knowledge on some circular economy aspects, the lack of qualified experts/staff, support needed to better align funding priorities with CE policies at EU, national, regional levels, etc. As shown in Table 11, this can be facilitated by the organisation of a yearly conference, training events, the establishment and regular update of MOOCs, etc. The objective is to reach the four levels of capacity: individual, intra organisational, inter organisational (Joint Programming), external rules incentives (Policy).

5.2.3.2 Value proposition, needs & objectives

Value proposition: *"Get access to high-quality training and skills development experience to help you set up joint Circular Economy R&D&I programmes, monitor their efficiency and build partnership hubs"*

Capacity building		
PO needs & issues	**Service objectives**	**Service sub-objectives**
Need 1: Insufficient knowledge on some circular economy aspects Need 2: Lack of qualified experts/staff Need 3: Support needed to better align funding priorities with CE policies at EU, national, regional levels	HLO 3.1: Increase the skills & knowledge base for POs	SO 3.1.1: Enhance the position of CE priorities in funding programmes at EU, national and regional levels SO 3.1.2: Strengthen the coherence between CE R&D&I funding and CE objectives
Need 4: Support needed to monitor joint programmes, via the use of efficient KPIs	HLO 3.2: Facilitate CE implementation	SO 3.2.1: Facilitate the effective implementation of CE Research priorities by providing tools and KPI for monitoring (e.g. defragmentation of EU CE programmes, SRIA targets, etc.)
Need 5: Support needed to facilitate updates of the SRIA over time	HLO 3.3: Contribute to further updates of SRIA	SO 3.3.1 Provide tools & mechanisms for the further development, upgrade, modification of SRIA
Need 6: Need for "an understanding external operational environment"	HLO 3.4: Contribute to stakeholder education	SO 3.4.1 Stakeholders identification, training and coordination to establish framework conditions for planning, implementing and further developing joint programming for SRIA implementation
Need 7: Need for exchanges on Circular economy between the various actors involved	HLO 3.5: Create an exchange Forum for circular economy research	SO 3.5.1 Reinforce EU CCH capacities into interorganisational level to build partnerships with stakeholders relevant to enable joint programming, SRIA implementation into national/regional programmes and identification of emerging issues in the SRIA. SO 3.5.2 Share the expertise capitalised within EU CCH members to reinforce individual, intra, inter organizational capacities

Table 10 : PO Needs related to Capacity Building

5.2.3.3 Specifications of potential sub-services for Capacity Building

#	Sub-service title & function	Key success factors (partners, resources, funding)	Key Activities	Rate implementation difficulty
1	**EU Support toolkit** The policy toolkit is a central tool for delivering guidelines and information directed at Program owners	• Policy toolkit used by platform members • Policy toolkit disseminated outside the platform	• Provide basic guidelines & information on all programmes related to CE • Incorporation of SRIA (Strategic Research and Innovation Agenda) elements	3 • Cost: no cost unless there is some development envisaged • Important human effort to deliver the toolkit (4) • Low PO contribution required (2)
2	**Yearly conference on CE research** This service refers to the organisation of a regular conference (e.g. yearly) gathering all the CE community to discuss new projects, to network, to promote ongoing project results, etc	• High participation turnout • High quality of the speakers • Number of project ideas created • Sponsors committed • Revenues cover event costs	• Identification of the conference organising team, concept, format, etc. • Selection of venue, service provider, etc. • Preparation of the programme • Event logistics on D-day • Etc.	5 • Quite significant cost to find people contributing to the organisation, service provider onsite, etc. (4) • Significant effort to consolidate the programme, the budget, coordinate the speakers, moderators, etc. (5) • PO contribution significant to intervene as speakers, mobilise their teams, contribute to the project idea creation, etc. (5)
3	**Training courses** This service refers to the production and upload of courses on an online platform managed (or not) by EU CCH This service would enable to share mutually the expertise capitalised within EU CCH members (POs & Governing institutions) to reinforce individual, intra organizational capacities, in order to integrate CE in a systemic approach for example.	• Critical mass of courses online • High quality & comprehensive courses • High outreach • Partnerships with certified MOOC platforms • Budget to cover costs • Mechanism to identify skills development needs (how can you know which skills are needed?)	• Definition of the scope of the courses • Identification of the teachers • Standardising the format of the courses • Benchmark of existing courses on CE	4 • Average cost to put the courses online but probably using the platform of a member to do it (3) • Human effort significant to create, record, format and upload the courses (5) • Important PO contribution to create the course (4)

#	Sub-service title & function	Key success factors (partners, resources, funding)	Key Activities	Rate implementation difficulty
4	**Workshops** Workshop should include all what is needed to establish a knowledge base for SRIA implementation, joint programming, understanding of CE etc. EU CCH members as well as stakeholders. The focus will be put on interorganisational capacities.	• High quality & comprehensive workshops • Significant participation from trainees • Budget to cover training costs Identification and update of documents/ materials • Mechanism for supply of documents, materials, projects, cases, etc • Well organised repository to store the materials and enable their search (database+ search engine) • Mechanism to identify training needs to update the training offer/programme	• Identification of the teachers • Definition of the scope of the workshops • Benchmark of existing trainings • Administration of documents etc	4 • Eventual travel costs required for teachers but apart from that, no significant cost (3) • Human effort important to prepare the content of the training and participate in the training + Administration and updates costs (5) • PO contribution required to provide trainings (5)
4	**Partnerships builder** This service refers to building institutional capacity/operational environment for EU CCH members in support of incorporating CE priorities from SRIA into national programmes and identification of new priorities on emerging themes to CICERONE / EU CCH SRIA through getting access to key stakeholders on national/regional level	• Establishing a database of national/regional stakeholders (RTOs, academia, local/regional authorities, professional bodies, private funding, clusters etc) • Establishing a regular consultation forum on national/regional level for SRIA uptake but also to get feedback on what else should be added to SRIA, what are the best schemes/types of projects to implement SRIA objectives • They can be also contributors to the repository of CE documents, projects, cases best practices etc. for the knowledge base builder	• Design an appropriate database reflecting the character, type of activity, CE area of interest etc of the stakeholders facilitated by a search engine • Mobilize the stakeholders via promotional activities but also trainings, • Define a value proposition for them on why they should join the database	4 • Costs (3) develop and maintain the database and search engine • Effort (4) to mobilize stakeholders • Marginal PO contribution: (2) they will need to identify the actors and invite them, but most probably they may already have some data via activities in different working groups, other consultation processes etc
5	**Database of CE experts**	• PO involvement	• Identify experts in CE	2

#	Sub-service title & function	Key success factors (partners, resources, funding)	Key Activities	Rate implementation difficulty
	This service refers to the creation of database of CE experts. This will support Joint Programming, as it is usually difficult to find evaluators.	• Collaboration with technical platforms on CE	• Store their contacts in a secured & GDPR compliant database • Update regularly the database	• Cost to develop the database of experts (3) • Low human effort to update the page (2) • PO contribution required to identify the contacts (2)
N/A*	**Online job board** This service refers to the creation of an online job board gathering all job offers provided by EU CCH's members This would help researchers to find positions within EU CCH member organisations. The benefit would also go to EU CCH members that would thus more easily recruit qualified expertise	• Regular update of offers posted on the job board • Significant number of visits to the page • Partnership/ Regular Communication with EU CCH's POs	• Get an online job board on EU CCH's website • Identification key contact points within POs to circulate the information efficiently • Identify someone responsible for updating this information	4 • Costs corresponding to the service provider updating the job board / could be in-kind effort also (3) • Important human effort to update the page (4) • PO contribution required to update the job board (4)
N/A*	**Facilitating access to infrastructure / trainings (e.g. grants for early career researchers)** This service refers to the financial support of early career researchers wishing to e.g. visit the research infrastructure of another EU CCH member.	• High number of applications • Secure appropriate funding to facilitate travels (e.g. 20K€ a year) • Involve the POs for the advertising of the scheme	• Map EU CCH's research infrastructures • Establish a standardised procedure to facilitate the mobilities • Disseminate this scheme widely • Identify reviewers for the applications	3 • Costs required to fund the mobilities and for people in charge of their administrative management (3) • Human effort required to review the applications and complete the administrative procedures (4) • PO Effort necessary to promote the scheme (3)

Table 11: Subservices related to capacity building

* there was no interest for these two services within EU CCH's consulted partners.

5.2.4 Knowledge Sharing

5.2.4.1 Service in a nutshell

Complementary to the capacity building service, this service aims to provide data, information, knowledge on circular economy themes and other targeted needs defined by the members of the platform. This objective is based on a number of shortcomings and needs presented in Table 12 such as the lack of knowledge on some CE aspects, lack of common forum / working space for POs on CE. As shown in Table 13, this objective can be implemented via the facilitation of exchanges, webinars, workshops on themes of interest for POs. The service should benefit to the least experienced POs who will have the opportunity to exchange with frontrunners.

5.2.4.2 Value proposition, needs & objectives

Value proposition: "building a collaboration network for POs and key stakeholders in support of SRIA implementation, update and joint programming".

Knowledge sharing		
PO needs & issues	**Service high level objectives**	**Sub-objectives**
Need 1: Lack of knowledge on some CE aspects Need 2: Exchange & collaborate with counterparts on similar issues	HLO 4.1 Providing data, information & knowledge on CE themes	SO 4.1.1 develop an online platform to facilitate the exchange of information, data and the collaboration in general
Need 3: Lack of common forum / working space for POs on CE	HLO 4.2 Providing an exchange platform / forum for members	SO 4.2.1 Facilitate co-design of KPIs SO 4.2.2 Facilitate exchanges on new ideas SO 4.2.3 Facilitate exchanges on best practices
Need 4: Lack of cooperation / coordination between POs	HLO 4.3 Facilitate cooperation between members via a common information channel	SO 4.3.1 Facilitate coordination for representation of EU CCH at selected events / workshops

Table 12: Needs related to Knowledge Sharing

5.2.4.3   *Specifications of potential sub-services for Knowledge Sharing*

#	Sub-service: title & short description	Key success factors (partners, resources, funding)	Key activities	Implementation difficulty
1	**Online CE repository** This service refers to the creation of an online private website to store all CE-related deliverables, reports, data, etc. and accessible to all EU CCH members. This service should be restricted to EU CCH members. This service would enable EU CCH community to share and benefit from existing reports in one location	• Get access to a critical mass of relevant reports / deliverables • Report database used by the EU CCH members • Develop a user-friendly platform	• Create an online repository accessible for all EU CCH members • Recover & upload reports on the database • Manage access rights when relevant	4 • Cost to develop the platform (4) • Human effort to centralize all reports, negotiate access rights, upload on the platform (5) • PO contributions may be required to negotiate access to reports/data (3)
2	**Online meeting space for interactions** The service should offer webinars/regular on-line meetings for members to discuss issues / share experiences of their interest (e.g. joint programmes, of KPIs for the monitoring of the programmes, sharing ideas of new funding schemes/mechanisms)	• Active use of the platform by POs • Interest/openness and willingness of POs to share experiences • Resources: platform operator and moderator • Infrastructure: a common platform/system that is accepted by POs	• Identify a moderator (EU CCH platform operator) • Identify a proper digital system adapted to the need • Promote the platform to POs (some stimulation will be needed at the beginning)	2 • Costs of platform and its moderation (2) • Human effort (2) – moderation • Very low PO contribution (3) – time and interest to participate
3	**Funding/event watch** This service refers to the establishment of a funding/event watch related to CE for EU CCH's members. This service would enable CICERONE's community not to miss important events or relevant calls	• Regular issuance of the watch • Comprehensiveness of the watch • Finding budget to cover the potential costs of such watch or benefitting from an existing watch	• Identification of the team in charge of implementing the service • Identification of all potential funders & subscribe to their alerts • Organising the information in an easy-to-read manner • Compiling a mailing list for interested contacts	3 • No cost • Human effort equal to approx. 1-2 days per month (3) • Low PO contribution required (2)

Table 13 : Subservices related to knowledge sharing

The scope of the tasks of the secretariat depends on several aspects:

- **The funding model of the association**. If membership fees are to be collected, then more work is needed on the secretariat side. As this is not the most likely scenario, this will not be considered in the calculations of the basic secretariat support cost.

- **The scope of the services to be implemented** depending on the funding scenarios (see sections 5.4 and 5.2.6).

- **The legal form of the platform**. If an association is created, this generates some legal and administrative work. As the most likely scenario is the creation of a legal entity, this will be considered in the calculations of the basic secretariat support cost.

In this section, we will define the basic secretariat support needs that will be needed regardless of the number of services implemented by the platform. Then, a calculation methodology will be proposed to estimate the variations of costs according to the size of the association.

5.2.5.1   Basic Secretariat Support

The following tasks are expected:

- **Administration & financial management**
  - o Securing the bookkeeping and yearly closing
  - o Managing Accounts Payable
  - o Maintaining the budget
  - o Maintaining legal documentation
- **General Secretariat activities**
  - o First line treatment of incoming emails, post, telephone calls
  - o Managing membership applications and the introduction of the new members to the community
  - o Maintaining EU CCH documentation in the online members area
  - o Supporting interactions with its members and other stakeholders
  - o Providing inputs to the Annual Activity report and to the preparation of the annual budget
- **Support and participation in meetings**
  - o Planning and organisation of meetings, preparation of the agenda
  - o Participation in meetings
  - o Preparation of the meeting minutes and list of actions
- **Communication**
  - o EU CCH basic communication (website, newsletters, etc.)
- **IT maintenance**
  - o Technical maintenance of the EU CCH website, email addresses, online members area
  - o Corrective maintenance

Based on LGI's experience, the estimated secretariat support costs range between 45 000€ and 45 000€ for the very beginning of the EU CCH. In the next sections, we will take the average of 50 000€ for cost estimates. In addition, approximately 10 000€ should also be budgeted for accountants, lawyer, auditors of the association.

5.2.5.2   Additional Secretariat effort based on the EU CCH size

The costs for the secretariat support increase with the size of the association. Estimations are provided in sections 5.2.6 and 5.4 according to different financing scenarios.

5.2.6 Prioritising services & subservices

In this section, we first present the services considered most relevant by the interviewed partners & stakeholders.

Costs and effort figures are based on LGI's experience in association management and on the description of action of the EU CCH.

Sub-service: title & function		Effort	Costs
Must-have services			
Joint funding (Joint Programming)		**Between 3 and 7 PM / year** according to the number of calls = effort to write the calls, rank projects, follow-up their implementation and review their results.	**Costs: no cost as the EU CCH website should be sufficient** *Joint calls are covered by POs directly
Common R&I programming (Joint Programming)		**Approx. 3PM / year** = Important human effort required to update the SRIA document regularly. In our context, this activity is not the number one priority as the SRIA is up to date.	**Costs: 0-8K€** = Designing document & printing hard copies. *Travels to facilitate work on the update of the document shall probably be supported in-kind
Secretariat Support		**Between 7PM & 17PM according to the size of the association**	Between 50K€ and 120K€ according to the size of the association Actions are listed in section 5.2.5.1.
Nice-to-have services			
1	**EU Support Toolkit (Capacity Building)**	**Approx. 2 PM (one shot)** to create the EU support toolkit. = Effort to create the toolkit and eventually convert it into a digital format	**Costs: no cost unless this is done by a service provider**
2	**Training courses (Capacity Building)**	**Approx. 2 to 8 PM per year** according to the number of courses & MOOCs **(2PM/ course or MOOC)** = effort to create courses, reflect on the content, communicate, coordinate trainings.	**Costs: Between 10 to 40K€** depending on the ambition of the service (e.g. specific platform to be developed or just videos)
3	**Workshops (Capacity Building)**	**Approx. 2 to 6 PM per year** according to the number of workshops (2PM / workshop)	**Costs: 10 to 20K€** depending on the frequency of the workshops and the location

Sub-service: title & function	Effort	Costs
	= effort to create trainings, organise workshops, etc.	
4 **Online CE repository (Knowledge Sharing)**	**Approx. 1PM (one shot)** = effort to collect reports, deliverables, etc, negotiate access rights upload them on the platform	**Costs: approx. 7K€ to develop the platform**
5 **Yearly conference on CE research (Capacity Building)**	**Between 2 to 5PM** according to the event size = effort to organise logistics of the event, agree on the technical content. PO & service providers needed, as well as lead person in the organisation of the event	**Costs: Between 30K€ to 80K€** depending on the event size
6 **Issuing Position papers (Policy)**	**Approx. 0,5 PM** for every position paper (2 position papers per year on average in all scenarios) = human effort needed to structure, fill the content, disseminate it	**Costs: 0K€**
7 **Policy Roadmap (Policy)**	**Approx. 5 PM for every update** (every 3 years). = Important human effort required to update the document regularly. **This service would be interesting only in a context of high funding scenario.**	**Costs: 0-8K€** = Designing document & printing hard copies. Travels to facilitate work on the update of the document shall probably be supported in-kind

Table 14: Must-have and nice-to-have services for EU CCH

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5.3   Financing options

This section will aim at presenting the three financing opportunities that have been identified at the European level for the future platform.

Financing Option	Funding type	Description	Amount range	Status update in October 2020
Financing Option 1	ERA-MIN 2	Implement a European-wide coordination of research and innovation programs on raw materials to strengthen the shift to a circular economy	Depends on each national authority. From 200 – 1M€ in general	The project finishes in November 2022. More calls will come out in February 2021 and could match with EU CCH's needs. Contacts have been made with the coordinator of ERA-MIN 2. The plan is to create a legal entity for the coordinator + partners to apply for the call
	ERA-NET funded by CE-NMBP-41-2020	ERA-NET on materials, supporting the circular economy and Sustainable Development Goals	Depends on each national authority. From 200 – 1M€ in general	The winning proposal will be communicated soon. Therefore, no contacts were established so far.
Financing Option 2	DG ENV / DG GROW / DG RTD / CLIMA / REGIO	Direct tender to support the platform on circular economy	300K€ - 1M€ over 2-3 years	Such call does not exist as of today, but the EC publishes regularly this type of call. Some engagement is needed towards the DGs
Financing Option 3	Membership fees	This model concerns Option 3 presented in section 5.4.1	Max amount depends on the number of EU CCH members. A table with membership fees assumptions is presented in Section 5.5.1	The scheme can be adopted once the platform will have proven its value.

Table 15: Funding opportunities at the EU level

In the following section, we analyse in more details how the EU CCH's business model could look like if the EU CCH was to get ERA-NET, DG funding or if it decided to collect membership fees.

5.4   Business model scenarios

This section presents the different options in terms of service offering depending on the financing obtained for the platform. The approach will be modular and will follow the prioritisation made in Section 0 with must-have and nice-to-have services.

The reflection on EU CCH's business model is different in the sense that the platform services are entirely dependent on the funding or the incomes (membership fees in our case) that the platform will manage to get, and not the contrary. In a "business as usual" situation, the focus is usually more on the services and the value they provide to the company. Here, as we do not envisage the service fee

option, we have therefore reversed the thinking by asking ourselves the following question: What are the services that we can afford with the funding that we realistically expect to get?

This section has been written considering the current context of the EU CCH as of October 2020 and in particular the fact that a number of activities were carried out during the project, the results of which are still relevant today (e.g. SRIA).

5.4.1 Description of the three main scenarios

In the previous section, we defined a certain number of options to finance the platform. In this section, we will not look at the type of funding but rather its amount, which leads us to three main scenarios:

- **S1: Low funding scenario**. This scenario represents the situation in which the EU CCH gets very limited funding. In this scenario, the platform implements very basic services (Joint calls, Joint Programming) and runs a minimal Secretariat. It is most appropriate for Year 0-3 of the platform.
- **S2: Medium funding scenario**. This scenario represents the situation in which the platform implements to a minimum degree the most relevant nice-to-have services (see Table 16), namely the yearly conference on CE Research, the Policy Roadmap, the issuance of position papers. This scenario shall be envisaged once the platform will have become mature.
- **S3: High funding scenario** (to be envisaged in the long run). This scenario represents the situation in which all prioritised services presented in Section 0 are implemented.

Table 16 wraps up visually the level of ambition in terms of services implementation according to each scenario. This representation should be understood as a tool for understanding the different degrees of ambition in the implementation of services but the + symbols do not respect a specific scale of cost or effort.

Sub-services	S1	S2	S3
Common R&I programming	++	++	+++
Joint funding	++	++	+++
Secretariat Support	+	++	+++
EU Support Toolkit (Capacity Building)		+	+
Training courses (Capacity Building)		+	+++
Workshops (Capacity Building)		+	+++
Online CE repository (Knowledge Sharing)		+	+
Yearly conference on CE research (Capacity Building)			++
Issuing Position papers (Policy)		+	++
Policy Roadmap (Policy)			++

Table 16: Coverage in terms of sub-services for the three scenarios

The costs related to these three scenarios are estimated in Figure 14.

5.4.2 Costs of the various scenarios

The costs are estimated in the Table 17 based on the estimation made in Section 5.2.6. In order to facilitate the comparison between the different scenarios, we calculated effort costs by converting person-month (PM) into euros using the following estimation: 1PM = 7000€.

Unless explicitly specified otherwise in Table 14, for S2, the services costs correspond to the minimum value of the range indicated in Table 14, while for S3, they correspond to the maximum value.

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	Effort (in PM)			Effort costs (in K€)			Other direct costs (in K€)		
Scenarios	**S1**	**S2**	**S3**	**S1**	**S2**	**S3**	**S1**	**S2**	**S3**
Secretariat Support	7	11	17	49	77	119	15	17	20
Joint Programming	3	3	3	21	21	21	0	8	8
Joint calls	3	5	7	21	35	49	0	0	0
Policy services	0	1	6	0	7	42	0	8	8
Capacity building services	0	8	21	0	56	147	0	50	148
Knowledge sharing services	0	1	1	0	7	7	0	7	7
TOTAL	**13**	**29**	**55**	**91**	**203**	**329**	**15**	**90**	**191**

Table 17: Costs of the three scenarios

Figure 14 below provides an overview of the costs of the various scenarios.
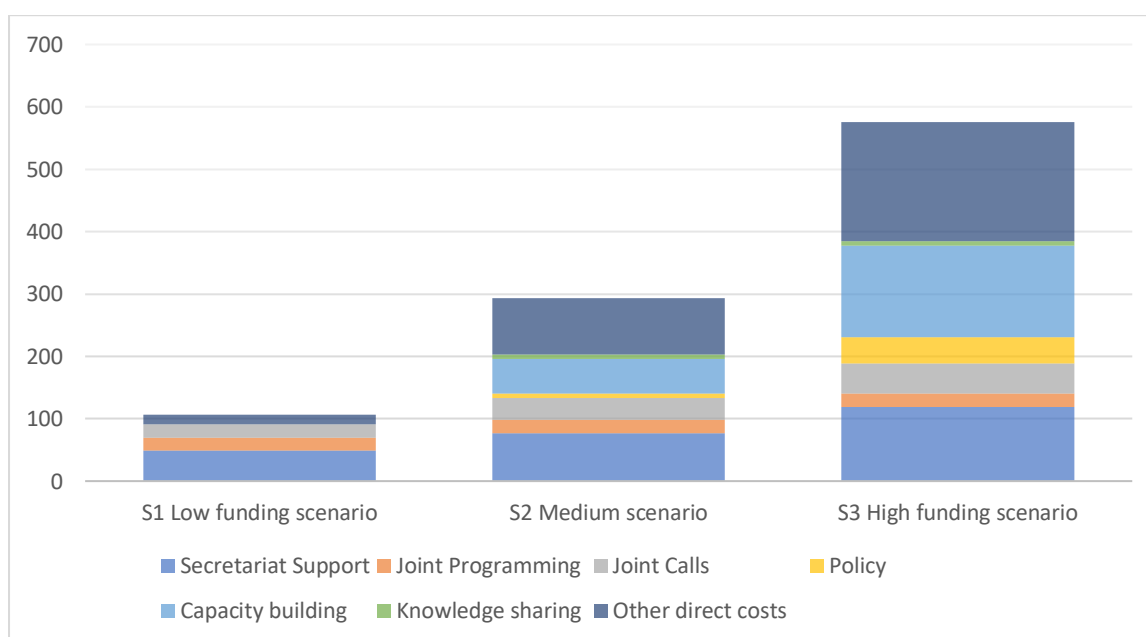
Figure 14: Costs of the various scenarios for EU CCH Business Model (in K€)

5.5 Business planning

In this section, we will estimate a financial plan for the next years to come focusing on what is most likely to happen in the short term: Minimal funding scenario using external funding, minimal funding scenarios using membership fees

5.5.1 S1 Minimal funding scenario with external funding

S1 EU CCH Financial Plan with external funding										
		2021	**%**	**2022**	**%**	**2023**	**%**	**2024**	**%**	**Details**
INCOMES										
EU funding		100 000		150 000		150 000		100 000		
TOTAL INCOMES		**100 000 €**		**150 000 €**		**150 000 €**		**100 000 €**		
COSTS										
Secretariat	Administrative Secretariat support	50 000 €		50 000 €		60 000 €		70 000 €		To be detailed
	Administration & legal costs	10 000€		10 000€		10 000€		10 000€		Lawyer, auditor, accountants
	Travel costs	5 000€		5 000€		5 000€		5 000€		
	Subtotal	**65 000 €**		**65 000 €**		**75 000 €**		**85 000 €**		
TOTAL COSTS		**65 000 €**		**65 000 €**		**75 000 €**		**85 000 €**		
Net result		**35 500 €**		**85 000 €**		**75 000 €**		**25 000 €**		

5.5.2 S1 Minimal funding scenario using membership fees

EU CCH Financial plan										
		2021	**%**	**2022**	**%**	**2023**	**%**	**2024**	**%**	**Details**
	Membership fees	60 000 €	100%	135 000 €	100%	205 000 €	100%	267 500 €	100%	
Total incomes		**60 000 €**		**135 000 €**		**205 000 €**		**267 500 €**		
Costs										
	Legal services	3 000 €	5%	3 000 €	2%	3 000 €	1%	3 000 €	1%	Lawyer for legal matters

Administration, Legal & Finance	Accounting services	7 500 €	13%	7 500 €	6%	7 500 €	4%	7 500 €	3%	Publication of association accounts
	Auditor fees	2 000 €	3%	2 000 €	1%	2 000 €	1%	2 000 €	1%	Audit of the accounts
	Bank fees	500 €	1%	500 €	0%	500 €	0%	500 €	0%	
	Administrative fees	300 €	1%	300 €	0%	300 €	0%	300 €	0%	
	Postal fees	200 €	0%	200 €	0%	200 €	0%	200 €	0%	
	Subtotal	**13 500 €**		**13 500 €**		**13 500 €**		**13 500 €**		
Management meetings	Provision for General Assembly meetings	3 000 €	5%	3 000 €	2%	3 000 €	1%	3 000 €	1%	1 meeting / year
	Provision for Governing Board meetings	6 000 €	10%	6 000 €	4%	6 000 €	3%	6 000 €	2%	3 meetings / year
	Subtotal	**9 000 €**		**9 000 €**		**9 000 €**		**9 000 €**		
IT & Communication tools	Basic costs for the IT infrastructures (web domain, server, massmailing)	1 000 €	2%	1 000 €	1%	1 000 €	0%	1 000 €	0%	
	Subtotal	**1 000 €**		**1 000 €**		**1 000 €**		**1 000 €**		
Secretariat	Administrative Secretariat support	50 000 €	83%	70 000 €	52%	75 000 €	37%	100 000 €	37%	to be detailed
	Provision for Administrative Secretariat travel costs	6 000 €	10%	6 000 €	4%	6 000 €	3%	6 000 €	2%	
	Subtotal	**56 000 €**		**76 000 €**		**81 000 €**		**106 000 €**		
TOTAL COSTS		**79 500 €**	**133%**	**99 500 €**	**74%**	**104 500 €**	**51%**	**129 500 €**	**48%**	
Net result		**-19 500 €**		**35 500 €**		**100 500 €**		**138 000 €**		

The deficit of the first year would have to be covered either by:

- External funding (European Commission, Sponsorship, etc.)
- In-kind contribution for the management of the Secretariat

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This scenario was based on several assumptions in terms of membership fees incomes:

- Members would pay a differentiated fee according to the size and membership status.
- The number of members will increase over time as the platform will prove its value.
- The initial number of members estimated in the below table (30) is rather high because in this case, Year 1 corresponds to the first year the platform is considered to be mature enough to operate thanks to membership fees. Its value will have been proven.

Membership forecasts				
	Year 1	**Year 2**	**Year 3**	**Year 4**
Full members				
< 100 employees	5	5	10	10
100 < employees < 1000	5	10	15	20
Over 1000 employees	5	10	15	15
Associate members				
< 100 employees	5	10	15	20
100 < employees < 1000	5	10	15	25
Over 1000 employees	5	10	15	20
Total members	**30**	**55**	**85**	**110**

Categorisation of fees per Membership type				
	Year 1	**Year 2**	**Year 3**	**Year 4**
Full members				
< 100 employees	1000	1000	1000	1000
100 < employees < 1000	2000	2000	2000	2000
Over 1000 employees	3000	3000	3000	3000
Associate members				
< 100 employees	1000	1500	1500	1500
100 < employees < 1000	2000	2500	2500	2500
Over 1000 employees	3000	4000	4000	4000

Membership Fees				
	Year 1	**Year 2**	**Year 3**	**Year 4**
Incomes	60 000,00	135 000,00	205 000,00	267 500,00

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7   Appendices

7.1   Appendix 1: Questionnaires to PO (December 2019)

1. **Your PO Profile**
   a. What type of actions do you fund as a PO? (research/innovation/implementation…)
   b. This funding takes the form of: full support, co-funding (e.g. 50% supported by the PO, 50% by the consortium own resources), loan, bank guarantee, etc?
   c. What is the geographic scope of your funding?
   d. What are the main themes and types of projects that you fund in circular economy?
   e. Do you follow any strategic agenda/ SRIA for your funding?

2. **Services foreseen on the platform**

We envisage several types of services to be delivered by the platform and targeted to the POs as the main end-users and would like to have your feedback on those
   a. Knowledge sharing database for local, regional and national authorities on programs, activities and outcomes of CE R&D&I (circular economy research & development innovation):
      1. Is this service relevant?
      2. Would you be willing to pay for this service?
      3. Could you contribute to this service, and if yes, how?
   b. Facilitation and orchestration of joint initiatives and targeted events
      1. Is this service relevant?
      2. Would you be willing to pay for this service?
      3. Could you contribute to this service, and if yes, how?
   c. Training and capacity building for CE Programming:
      1. Is this service relevant?
      2. Would you be willing to pay for this service?
      3. Could you contribute to this service, and if yes, how?
   d. Policy influence: white papers, direct communication:
      1. Is this service relevant?
      2. Would you be willing to pay for this service?
      3. Could you contribute to this service, and if yes, how?
   e. Joint R&D&I initiatives: execution and follow -up
      1. Is this service relevant?
      2. Would you be willing to pay for this service? In-kind
      3. Could you contribute to this service, and if yes, how? Yes, they are already doing it
   f. Support national and regional POs to integrate CE into existing EU programs such as Interreg, LIFE Programme and strategic alliances
      1. Is this service relevant?
      2. Would you be willing to pay for this service?
      3. Could you contribute to this service, and if yes, how?
   g. Facilitating access to research infrastructures
      1. Is this service relevant?
      2. Would you be willing to pay for this service?
      3. Could you contribute to this service, and if yes, how?
   h. Networking specifically among POs, e.g. to facilitate and connect R&I initiatives, coordination and facilitation with related platforms
      1. Is this service relevant?
      2. Would you be willing to pay for this service?
      3. Could you contribute to this service, and if yes, how?

Which other services would you consider interesting to receive from such a platform?

3. **Platform funding & functioning**

The platform will be designed in a way that involves POs who become "members" of the platform. In that capacity they can benefit from the services and engage more easily with other members. The goal of the CICERONE project is to enable the platform to be sustainable over time after the project phase, and we are therefore considering possible funding models:

    a. If the platform concept and its related services were relevant to you and POs as a member, would you be open to pay:
        1. To access the services? (Service--oriented model)
        2. As a member with a yearly fee? (Fee-driven model).
    b. If not, would you consider "in-kind" participation to help develop the platform, for example as a member? (Such as investing your time, team, other resources…)
    c. To fund the platform, would you advise to privilege other funding possibilities and if so, which ones? (Public funding, private funding, PPP, foundations…)

4. **Do you have specific ideas or recommendations at this stage on the platform itself?**

5. **Platform users:**

    a. Who would you suggest to be members of the platform? (Only other POs or other stakeholders too such as SMEs, RTOs, academia, private organizations, etc)
    b. Which different **levels of membership** would you suggest to have for the platform? (Direct members, associated members, etc.)
    c. What key stakeholders would you recommend to involve in the platform construction/ development?

6. **Operations and management of the platform**
- Governance structure & functioning
  - How would you structure the governance?
    - One level: Governing Board
    - Two levels: General Assembly* / Executive Committee**

    * GA: in charge of setting up the main orientations, decisions on the budget, etc.

    ** EC: in charge of implementing the decisions of the GA.
    - Other options?
  - Would it be "rotating"?

- Day-to-day operations
  - Who can take decisions for the platform? (e.g. decisions about contracts, banks, agreements, etc.)

- Platform representation
  - Who would you suggest to represent the Platform? (*indicate a type of organization -PO, RTO, Academia, private, etc. - that could be part of the governance*)

- Elements to be voted on by the Platform members

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- What would be the important elements to be voted on? (*Pick one or more elements*)
  - Allocation of funds
  - Joint programming
  - Decisions on the services the platform should offer
  - Acceptance of new members to the platform
  - Other:…………………………………………………………………

- Voting rights
  - Who should have **voting rights**? (*pick one or more types of organisations*)
    - Program owners :
    - RTOs
    - Industry
    - Academia
    - NGO
    - Other:……………………………..
    - Comment on preference for voting system:………………………………………………..

7. **Advisory Board**
   - Would you suggest creating an **advisory board** for the platform?
   - If yes, how would you suggest to design the advisory board?
     - Who would participate in it?
     - Further comment:………………………………………………………………………..

8. **Stakeholders**
   - Which **further stakeholders** would you suggest to directly or indirectly involve in the platform and how would you suggest to do this?

9. **Risks & challenges**
   - What are possible challenges and risks regarding the way the platform is managed /funded/governed?

10. **Relation with the EU**
    - What **role should EU institutions** have in the governance of the platform after the end of the CICERONE project?

11. **Further Elements**
    - Which other elements do you consider important for the organizational structure of the platform and how would you design them?

12. **The infrastructure of the Platform**
    a. Do you see a need for physical infrastructure? If so, what kinds: e.g. a central office, a hub, a set of regional hubs
    b. Do you see opportunities to link or integrate this into existing institutions?

13. Your role in the platform

    c. Would you consider becoming a member of the platform?

    d. Would you envisage getting involved in the platform development on the short run? (for example, take part in a presentation workshop at the start of March 2020) YES

    e. Would you envisage getting involved in the platform governance in the long run?

    f. Would you prefer to remain an observer of the platform

    g. In what other role could you get involved?

14. Can you recommend best practice examples of successful platforms? Or any other **idea** or suggestion you may have?

15. Would **you** know of any other PO contact who we could interview? (ask for email contact or to be introduced by email)

7.2 Appendix 2: Questionnaires to POs (online version distributed)

1. Your PO profile

    f. Organisation name

    g. What type of actions do you fund as a PO? (research/innovation/implementation...)

    h. This funding takes the form of: full support, co-funding (e.g. 50% supported by the PO, 50% by the consortium own resources), loan, bank guarantee, etc?

    i. What is the geographic scope of your funding?

    j. What are the main themes and types of projects that you fund in circular economy?

    k. Do you follow any strategic agenda/ SRIA for your funding?

    l. Are you a member or involved in any way in clusters/platform (e.g. on Circular Economy) at EU/national/regional level?

2. What are your main challenges with regards to Circular economy funding? (select all that apply)

    a. Lack of financial means

    b. Lack of knowledge of EU funding schemes

    c. Lack of partners to implement CE priorities

    d. Lack of knowledge on some circular economy aspects

    e. Lack of qualified staff/experts

    f. Lack of common KPIs at national/EU level

    g. Lack of clear strategic agenda

    h. Other?

3. Services foreseen on the platform

We envisage four main types of services targeted primarily to the POs and would like to have your feedback on those:

    i. Joint programming: This service aims at initiating and coordinating joint programs between CICERONE members. This will be achieved by the identification of common priorities (SRIA), the setting-up of co-creation working groups to agree on the scope/amount/procedures of the joint calls, the identification of appropriate funding to launch joint projects and the implementation of a project monitoring methodology.

        1. No need ☐ Nice to have ☐ Must have ☐

j. **Policy influence**: This service aims at promoting the results of the CICERONE work towards EU, national and regional policymakers in particular its SRIA for funding of circular economy. This will be mainly facilitated by decision-makers engagement activities such as the drafting of position papers, the wide dissemination of CICERONE's strategic agenda, the organization of specific events, and communication campaigns.

    1. No need ☐ Nice to have ☐ Must have ☐

k. **Training and capacity building**: This service aims at increasing the skills and knowledge base for POs to implement circular economy priorities in their activities. This will be facilitated by the organization of a yearly conference, training events, the establishment and regular update of MOOCs and the publication of policy toolkits.

    1. No need ☐ Nice to have ☐ Must have ☐

l. **Knowledge sharing:** Complementary to the capacity building service, this service aims at providing data, information, knowledge on the implementation of circular economy funding schemes and other targeted needs defined by the main users of the platform. This will be done via the creation of an online knowledge database.

    1. No need ☐ Nice to have ☐ Must have ☐

Could you contribute to them, and if yes, how?

What are other needs you would have based on your current challenges?

4. Can you recommend best practice examples of platforms that you have used so far, if any?

5. Would you know of any other PO contact we could approach?

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7.3 Results of Brussels workshop in terms of services

Figure 15 : Results of workshop discussions on Joint Programming

Results : Policy

Key Partners	Key activities	Value Proposition	Customer relationship	Customer Segments
EU platforms: ECESP, SPIRE, ERA-MIN National, Regional platforms & initiatives European Commission	**Scientific advocacy** - Position papers - Campaigns - SRIA **Engagement & capacity-building** - event coordination - stakeholder engagement - media training to help presentation before journalists - PO policy coaching	**I- Policy influence (end user = POs)** - Influence all EU calls; ex: via promotion of CICERONE SRIA in EU programmes (LIFE, INTERREG, EIT, HE, etc.) - Facilitated access to EU PM in CE - Proof points - successful case studies to influence EU policy **II- Embark less developed countries in EU CE initiatives (end user = PO & EU)** - Support less developed countries in accessing EU programmes	- PO as a member rather than PO as a user - Create a "movement" making people proud of being part of it	1) **First segment :** POs (all levels) **Benefit from the platform activity:** 1) **Second segment:** EC (e.g. will use SRIA and benefit from the structuration of the stakeholders) 1) **Third segment:** National public bodies
	Key resources - Members support (in promoting, managing the platform) - EU money	**III- Reducing fragmentation on EU CE research (end user = EU)** 1) **Common tools** - Support to common CE KPI development in coordination with existing EU initiatives - Common policy terminology (e.g. CE definition) 1) **Regional integration** - Adaptation of SRIA in local context/challenges & support regional implementation of SRIA - Support to overcome regional obstacles at EU level joint programme	**Channels** 1) Online platform to co-construct / co-draft / co-create 2) Physical governance meetings	
Cost structure 1) Secretariat - day to day Mgt of platform (30%) 2) Meetings related costs (room, catering, etc.) (10%) 3) Research work to support scientific advocacy (30%) 4) Communication (editing & printing Com/diss/strat docs ; website) (30%)			**Revenue streams** - Membership fees - national funding - EU funds (HE, SF, etc.) **CICERONE**	

Figure 16: Results of workshop discussions on Policy

Results : Capacity and Skills Building + Knowledge Database

Key Partners	Key activities	Value Proposition	Customer relationship	Customer Segments
Training providers - RTOs Different partnerships (POs, associated members) EXperts (CE, designing funding schemes, etc.) based on PO needs	Build the user journey at 4 levels based on PO needs Building relationship with the key EU-level funders to always be aligned (workshops with DGs) Get further insights on needs & preferences of POs -> focus groups Identify existing MOOCs Build new MOOCs (applying the SRIA, incorporate CE policies in research agendas, incorporate/ foster research results in policy agendas) Build the DB and identify contents to add according to PO needs Organize own trainings/ events (of the platform) based on PO needsIdentify experts and engage them Continuous monitoring of needs and skill uptake to adapt platform services Plan a yearly conference (be visible)	Increase the skills and knowledge base for POs to implement CE priorities in their activities 3 steps: Be aware>Know what can be done>Understand how to do it (individually and jointly) 4 levels: individual capacity> intra organizational capacity> inter-organizational capacity (joint programming)>external rules incentives capacity (Policy) User journey simplified (map of trainings, one stop shop) Be able to increase -the knowledge & skills individually -the cooperation capacity between organizations Be able to influence the policies Knowledge DB: Use cases, DB of experts, Reports, Policy Guidelines Capacity & skills building: MOOCs, coaching & mentoring between POs (including virtually by skype), access to experts, trainings, policy developments/ objectives related to them	Memberships	POs -National -Regional -Local
	Key resources Network of experts? (not by POs) Platform designers & developers Team of experts to work with POs Database (IT system design, content) Skillful facilitators & community managers for platform animation		**Channels** Existing -meetings/ conferences/ face2face / official invitations -initiatives (collaboration, advertizing) Platform ambassadors (people who go back in their country to spread the word)	

Cost structure	Revenue streams
not completed	-Freemium model from POs -Contributor model: you don't pay (or pay less) if you bring in content -Trainer's member fee: to be allowed to put his training on the platform -Confeence participation fee Q: Who defines the SMARTS specialization? (framework to get funding)

Figure 17: Results of discussions on Capacity & skills building & knowledge database