

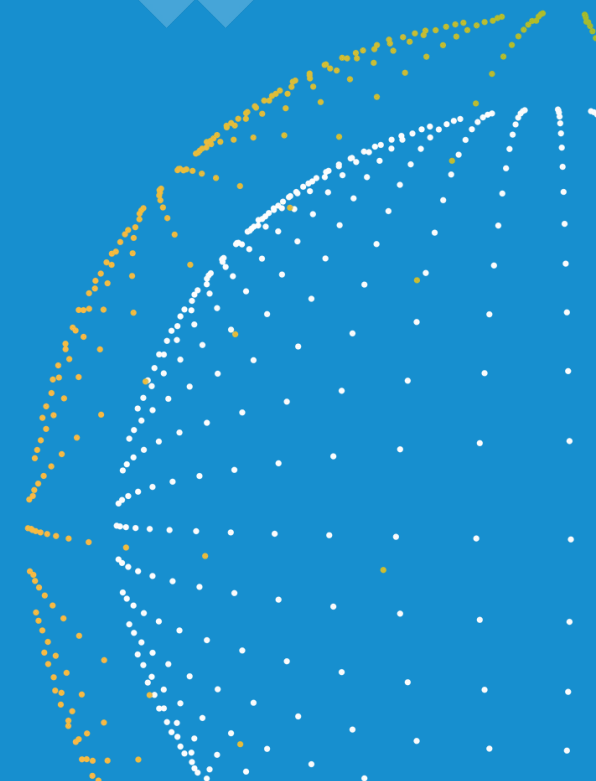
Data Spaces

10:00 Symposium

Engaging SMEs and
Start-ups in Data Spaces

Óscar Lázaro, Arne Berre, Daniel Sáez-Domingo, Till Riedel,
Denia Kanellopoulou, Jakob Logar & Jeanette Nilsson

.DATAWEEK²⁴
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Engaging SMEs and Start-ups in Data Spaces

12/03/2024 10:00 - 11:30 (CET)

Óscar Lázaro

Innovalia

.DW²⁴ under the umbrella of:
Data Spaces Symposium
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Darmstadtium | Frankfurt region



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The Data Spaces Support Centre receives funding from the European Union Digital Europe Programme under grant agreement n° 101083412

DSBA



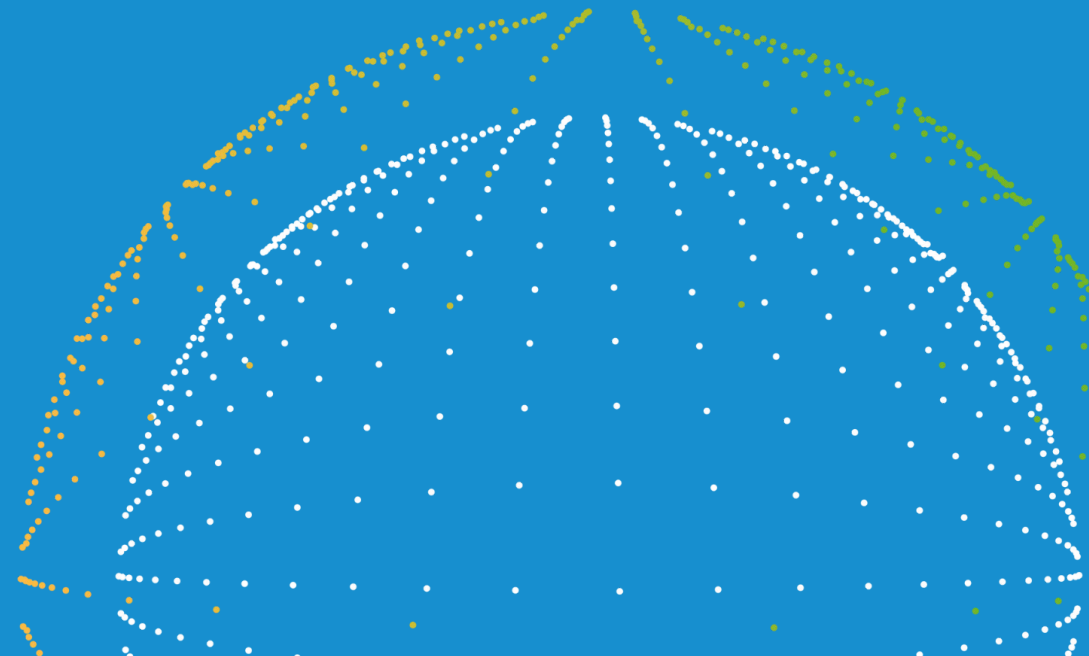
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INTERNATIONAL DATA
SPACES ASSOCIATION



DATA SPACES
SUPPORT CENTRE



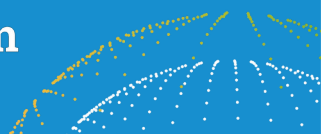


Eventually, everything is data:

- to plan & monitor goods and processes, and
- as a tradeable product in itself, for data-driven business

Every company has big data in its future and every company will eventually be in the data business.

-Thomas H. Davenport



From
Ecosystem

To
Ecosystems



Data Space

“A **DISTRIBUTED** SYSTEM DEFINED BY A **GOVERNANCE FRAMEWORK** THAT ENABLES **SECURE AND TRUSTWORTHY DATA TRANSACTIONS** BETWEEN PARTICIPANTS WHILE SUPPORTING **TRUST AND DATA SOVEREIGNTY**. A DATA SPACE IS IMPLEMENTED BY **ONE OR MORE INFRASTRUCTURES** AND ENABLES **ONE OR MORE USE CASES**”.



DATA SPACES
SUPPORT CENTRE



Challenges for SMEs & Start-Ups in Data Spaces

LACK OF TRUST

57 %

of organizations reveal **valuable data**

59 %

of organizations have **loose control over data**

55 %

of **processes & systems are inconsistent**

32 %

of organizations **use common tools & platforms**

LACK OF COST-EFFICIENCY

55 %

of organizations find **High cost** in 3rd party data licensing

49 %

of **Contracting terms** of (data licenses) are very diverse

54 %

of organizations have **Low confidence** in data quality

50 %

of organizations find **Hard** to combine data

LACK OF INTEROPERABILITY

70-80%

Time & Efforts in organizations are invested in managing

- Data acquisitions
- Integration
- Quality Management



Challenges for SMEs & Start-Ups in Data Spaces

LACK OF CONNECTION

Most organizations don't share their data with their suppliers to drive efficiency

LACK OF TOOLS

Most organizations don't have any tools to respond to the data and continuity challenge

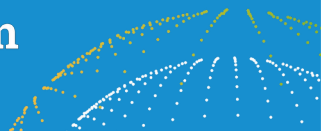
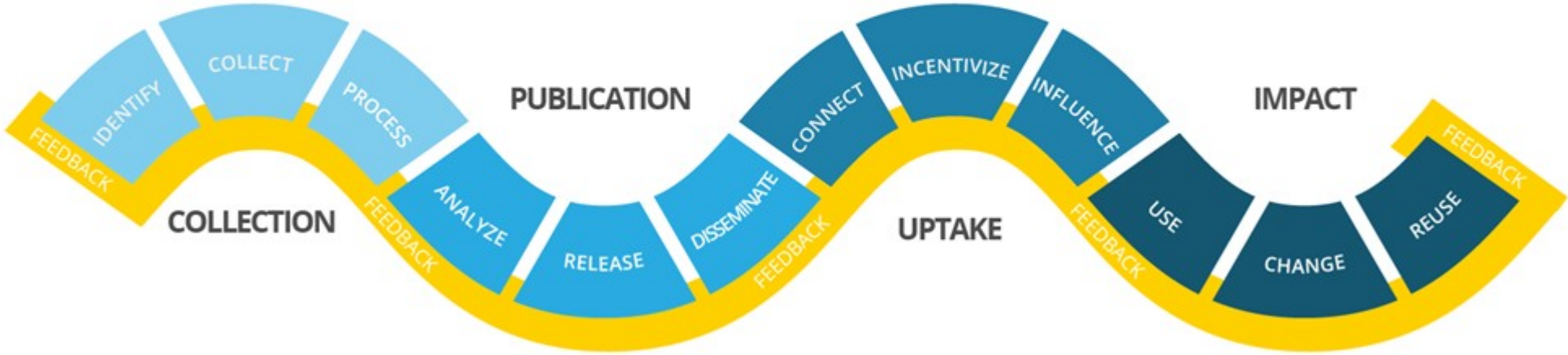
LACK OF OPERABILITY

Most organizations struggle with data exchanges and keeping safe, reliable functioning operable processes and systems

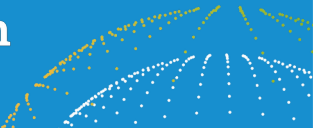
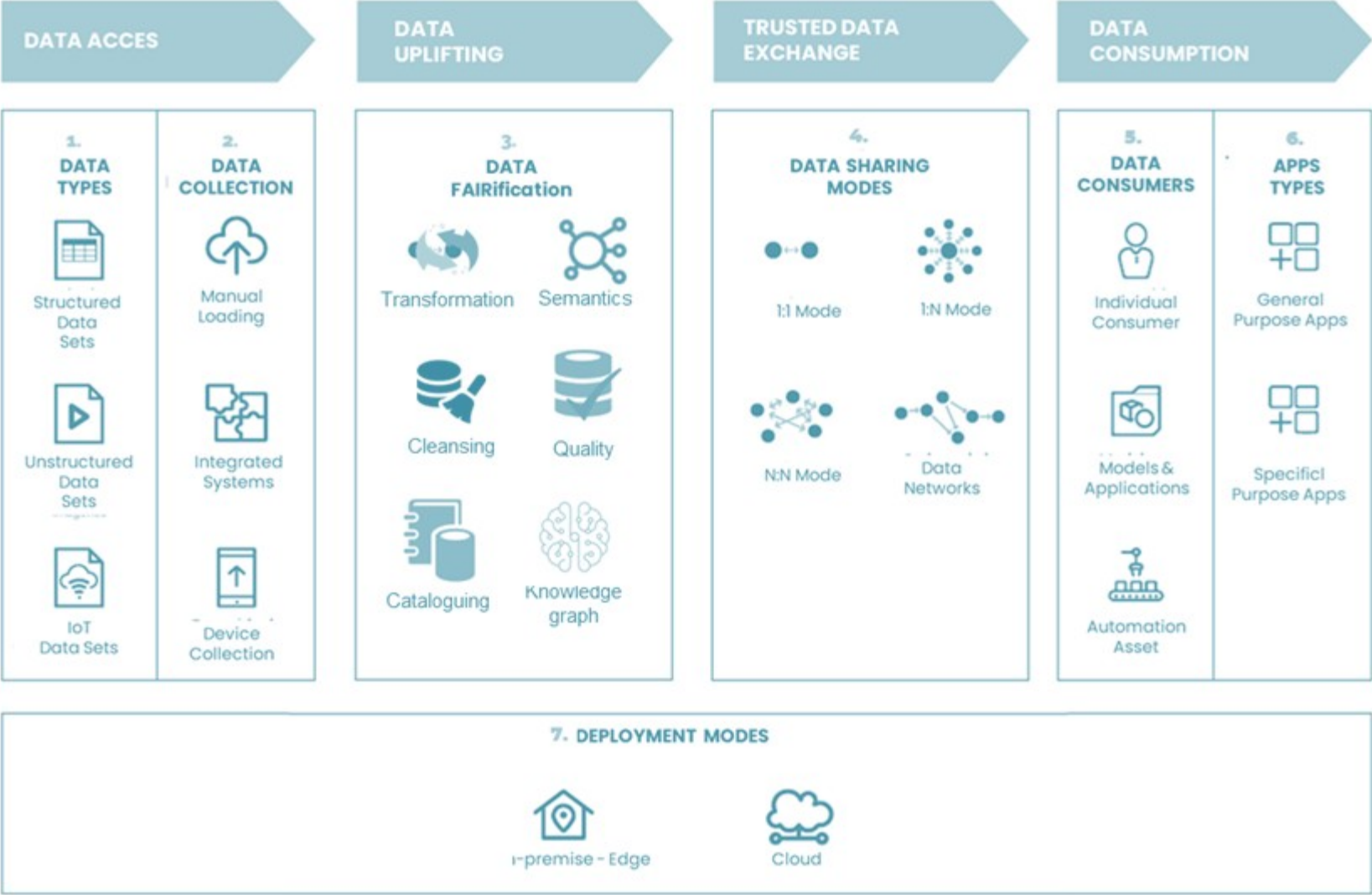


Data - Data Spaces vs Time to Value

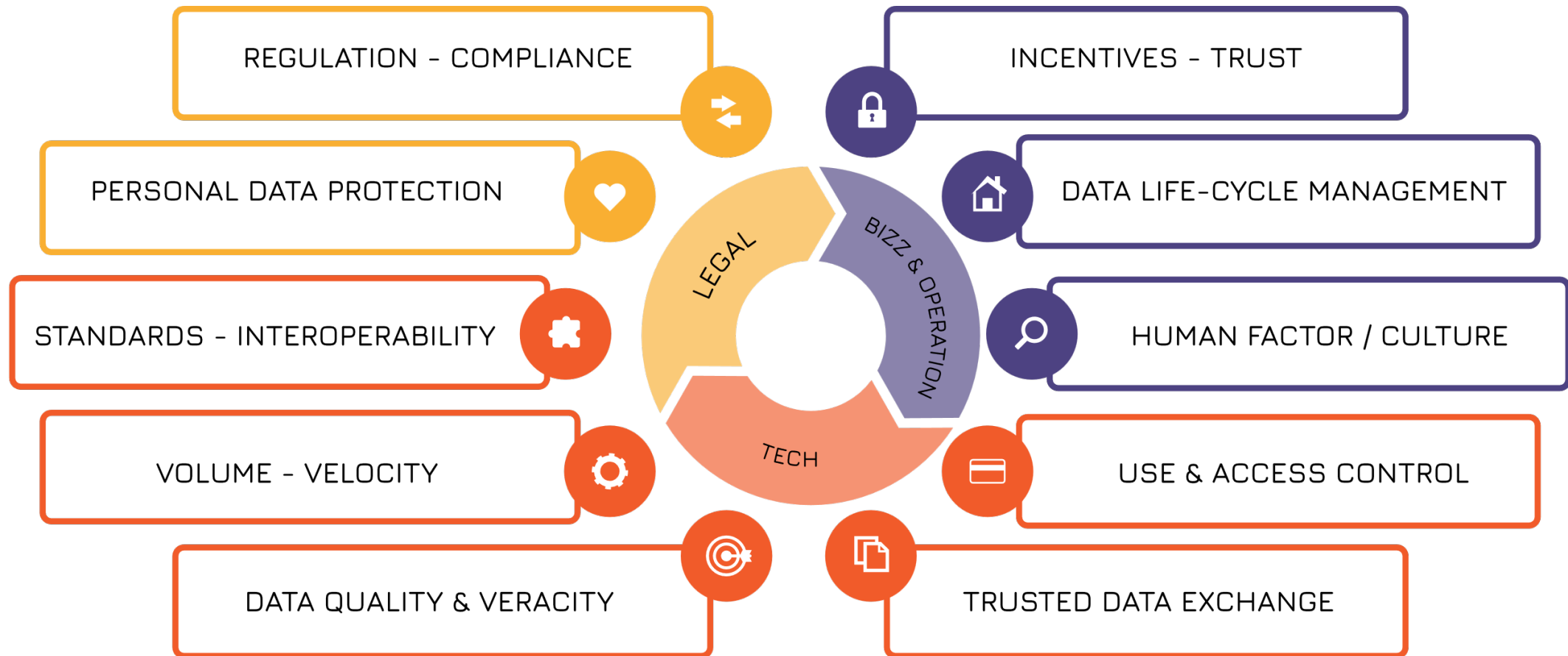
DATA VALUE CHAIN



Data - Data Spaces vs Time to Value



Tools, Ecosystems & Value



Tools, Ecosystems & Value

Business Maturity

DATA MANAGED AS PART OF IT

Improved Business Efficiency

DATA INTEGRATION

Business Flow



DATA AS STRATEGIC ASSET

Business Operations Excellence

DATA AGGREGATION

Data Consumption



DATA AS NEW BUSINESS ASSET

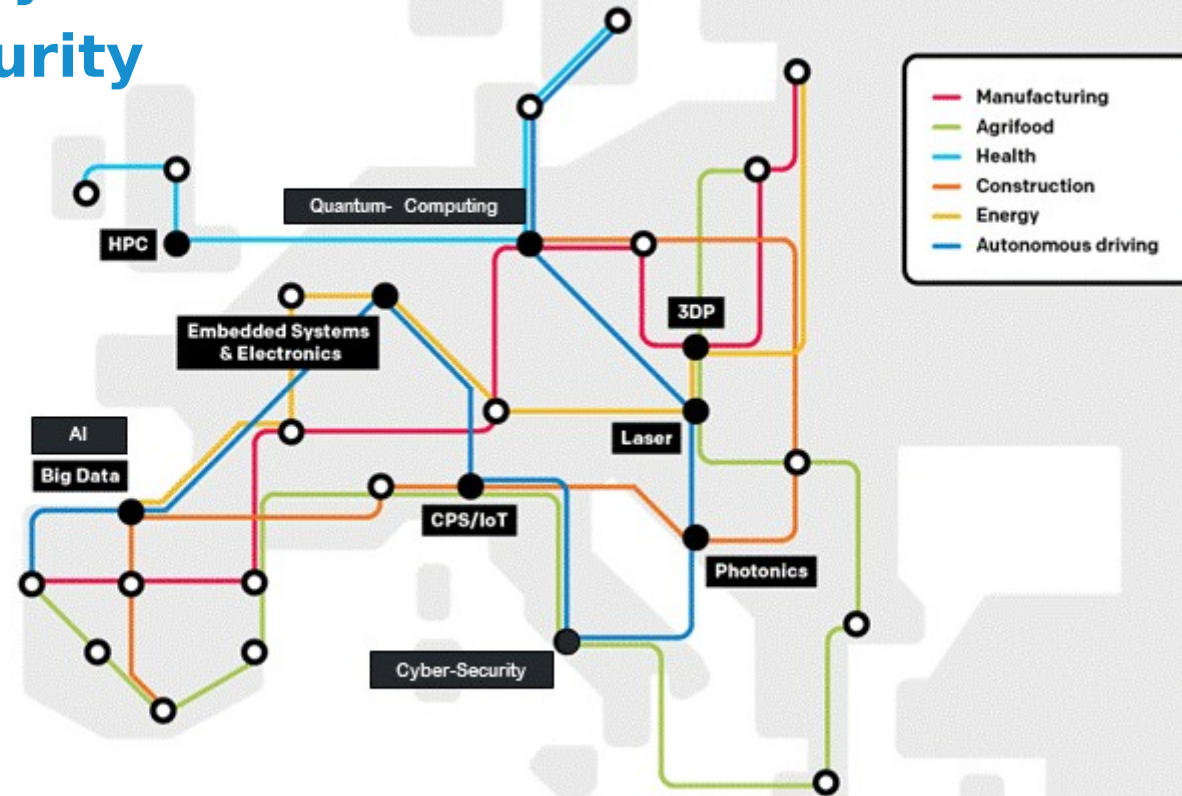
Business Added Value Creation

DATA EXCHANGE

Contract



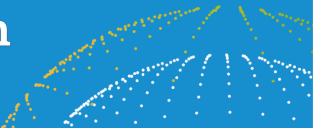
Ecosystem Maturity





DIGITISING EUROPEAN INDUSTRY





Tools, Ecosystems & Value

Working Groups



Networking the Networks

Discover the guidelines for collaboration presented by the Working Groups during the EDIH Network Annual Summit.



Sustainability

The upcoming WG Sustainability meeting will be announced on this page.



Data in Manufacturing

The upcoming WG Data in Manufacturing meeting will be announced on this page.



Public Administration, with focus on AI

The upcoming AI4PA WG meeting will be announced on this page.



Digital Health

Digital Health WG will organize three thematic focused webinars from March to April. Please check the WG page to find out more.



Digital Business Models

The upcoming WG Digital Business Models meeting will be announced on this page.



Construction

The upcoming WG Construction meeting will take place on Tuesday 12 March at 14:00.

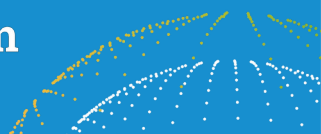


Cybersecurity

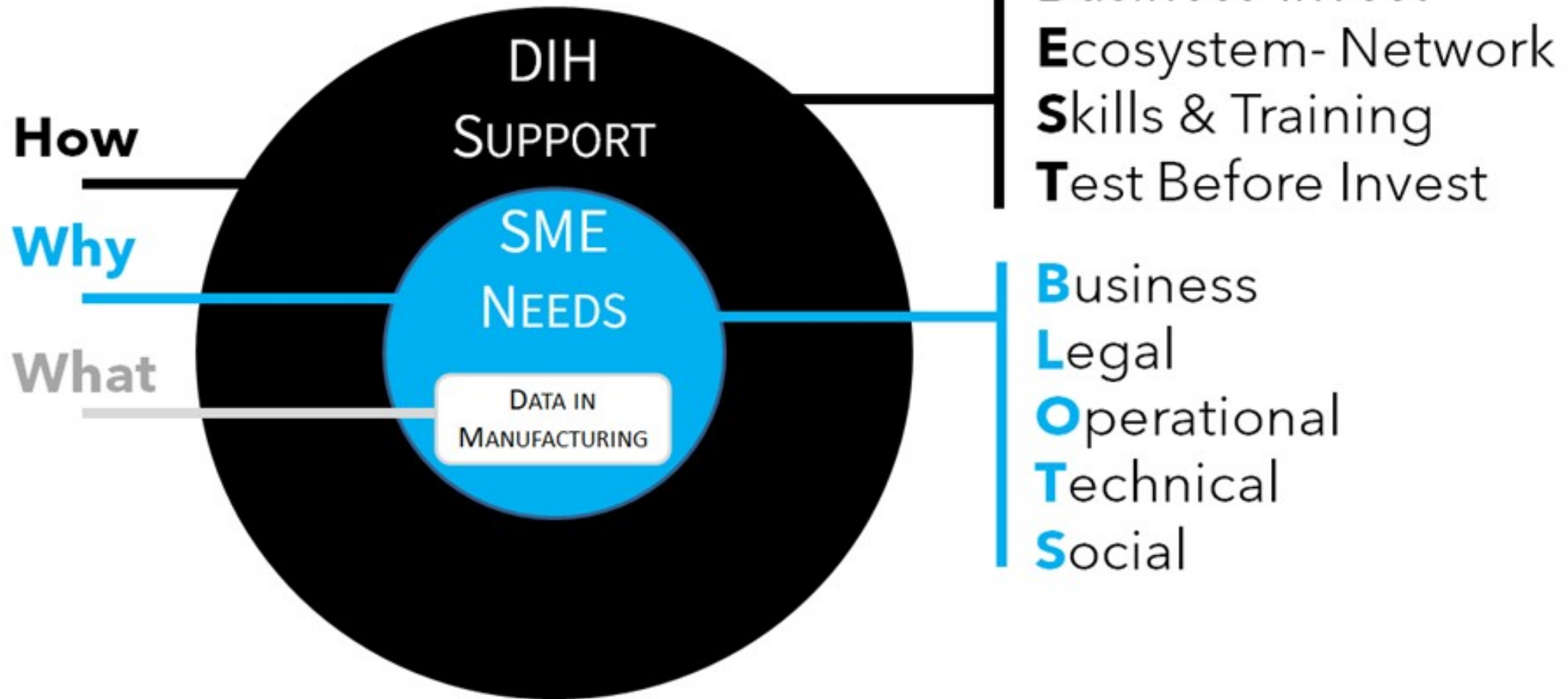
The TWG Cybersecurity will open soon. We will inform you here about the next steps.



Data in Manufacturing Thematic Working Group page



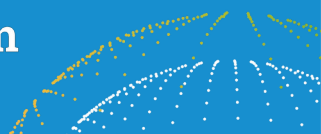
Tools, Ecosystems & Value



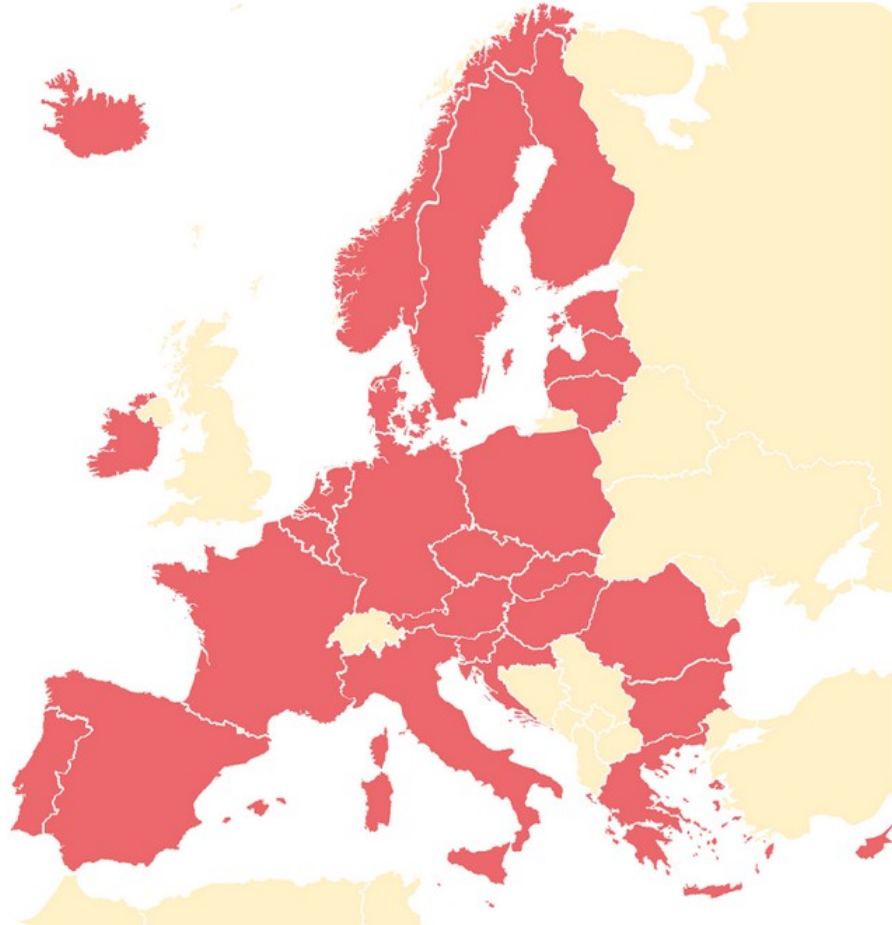
Thematic Working Group

The Thematic Working Group (TWG) on Data in Manufacturing provides an active community for EDIHs to agree on

- common **knowledge and approaches**
- areas of **collaboration** and effective mechanisms for **cooperation**
- **support** to drive manufacturing SMEs to use data and data-related technologies (AI, digital twin, industrial metaverse, ...)



Find your EDIH



EDIH Catalogue: your gateway to digital success

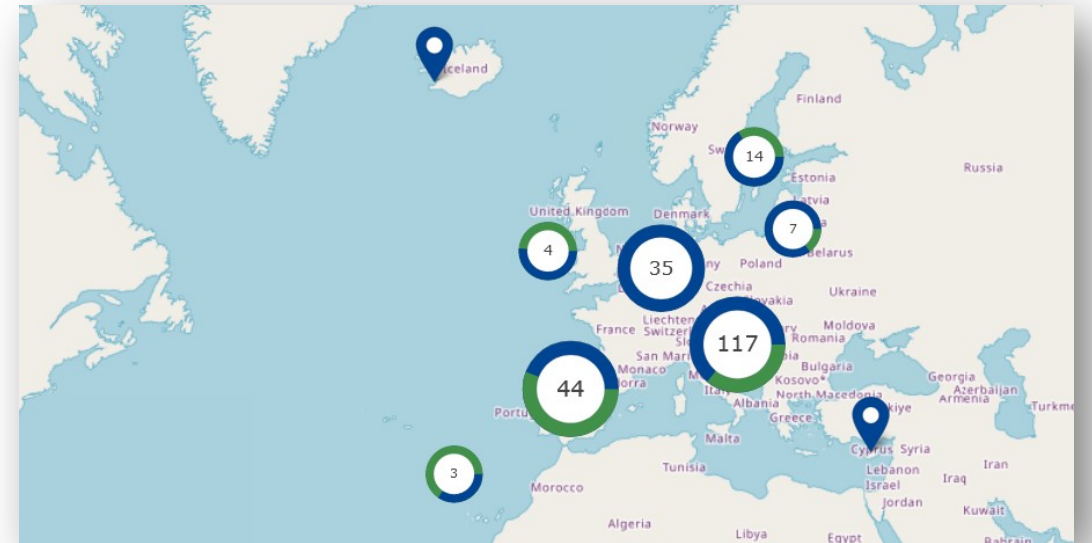
Explore our interactive **EDIH Catalogue** to find the European Digital Innovation Hub nearest to you.

Discover how these dynamic hubs serve as your digital champions, ready to guide both companies and public sector organisations through the maze of digital challenges.

Your journey to successful digitalisation starts here!

[Learn more >](#)

<https://european-digital-innovation-hubs.ec.europa.eu/home>



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Thank you!



EUHUBS4DATA



European Digital Innovation Hubs Network



WASABI



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Sintef

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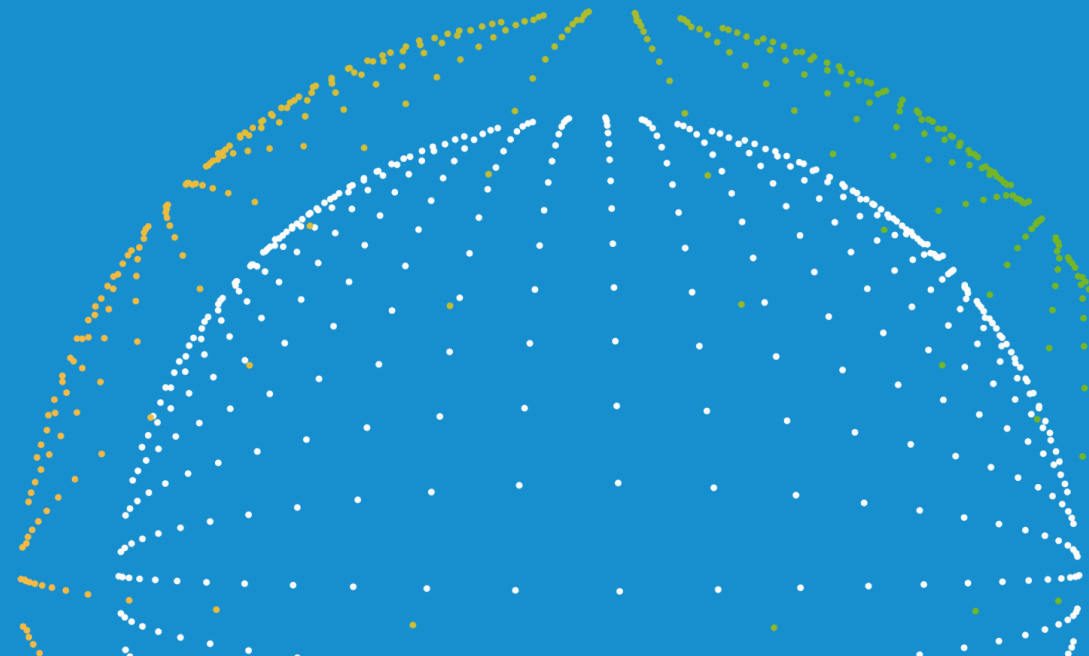
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SINTEF Nemonoor



The SINTEF GEMINI iSpace
with existing partners



Nemonoor is the national *Norwegian*
AI and Big Data focused European
Digital Innovation Hub (AI EDIH) - with
an initial domain focus on **AI for**
Energy, Smart Cities and Communities,
Manufacturing and Health.

Arne.J.Berre@sintef.no

Has merged with additional
partners in **Nemonoor AI EDIH**

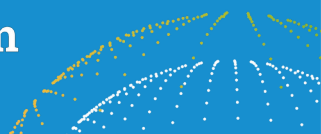


Main challenges of SMEs and Start-ups in joining Data Spaces Experiences from the Norwegian SINTEF Nemonoor AI EDIH and BDVA iSpace Gold label

Understanding the value proposition of EDIHs in supporting SMEs and start-ups in data and AI innovation.

Exploring the main challenges faced by SMEs and start-ups in joining Data Spaces
and identifying strategies to overcome them.

Examining the practical implications and benefits of Data Space Labs for SMEs,
and discussing how they can facilitate experimentation, testing, and innovation within Data Spaces.



Main challenges of SMEs and Start-ups in joining Data Spaces Experiences from the Norwegian SINTEF Nemonoor AI EDIH and BDVA iSpace Gold label

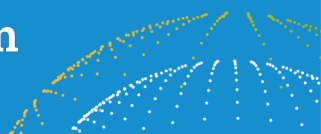
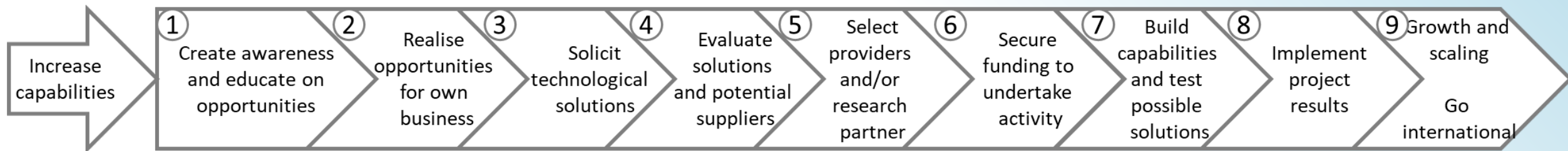
Understanding the value proposition of EDIHs in supporting SMEs and start-ups in data and AI innovation.

EDIHs provide a journey for SMEs and start up to understand their AI/Data Digital Maturity – and help to select appropriate services for AI Test and Experimentation and further development/funding opportunities.

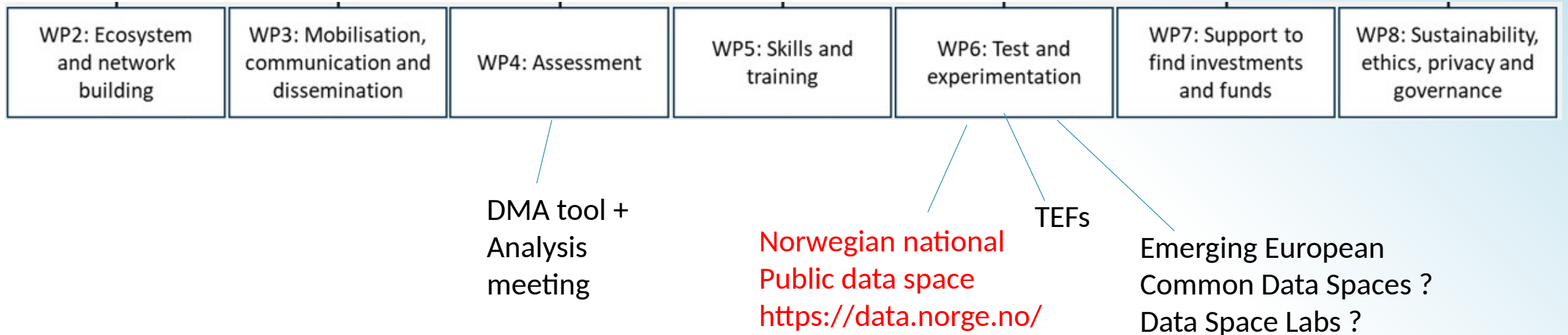
Data Spaces are valuable as sources of data that can be included in the AI training and operational strategies for the SME/start up value propositions and business models.



The Nemonoor AI EDIH Customer Journey: Stages in the digital transformation journey



Norwegian Nemonoor AI EDIH - Service organisation



Norwegian National Public Data Sets - <https://data.norge.no/>

Felles datakatalog

About ▾ Organizations Tools ▾ Data Community ↗ Publish ↗ Språk ▾

Everything you need to discover, evaluate and utilize data

Example: public transport

Show only dataset


Show only api

Show only concept

Show only information model

Show only public service and event

Recently published


**FHI Statistikk Åpent API**
API

Provider: [Folkehelseinstituttet](#) nb

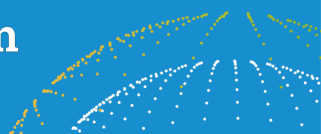
Et åpent API for Folkehelseinstituttets statistikk

Latest comments in Data Community

Datsett Produksjons- og avløsertilskudd til jordbruksforetak – søknadsomgang 2023, LANDBRUKSDIREKTORATET

 livar.bergheim

Jeg skal tipse Landbruksdirektoratet om å angi hvilke enheter det er i feltdefinisjonene. Oppgi gjerne eksempel på felt som du mener bør ha det.



Main challenges of SMEs and Start-ups in joining Data Spaces Experiences from the Norwegian SINTEF Nemonoor AI EDIH and BDVA iSpace Gold label

Exploring the main challenges faced by SMEs and start-ups in joining Data Spaces
and identifying strategies to overcome them.

Initially, the Data Spaces have not been available – and the early approaches has mostly contained historical data set examples - which have not met the needs from the SME/start-up value proposition.

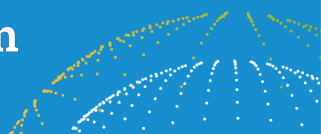
The current development of Data Spaces with broader, up to date data sets, might become an Important factor for new innovative value propositions.



Main challenges of SMEs and Start-ups in joining Data Spaces Experiences from the Norwegian SINTEF Nemonoor AI EDIH and BDVA iSpace Gold label

Examining the practical implications and benefits of Data Space Labs for SMEs,
and discussing how they can facilitate experimentation, testing, and innovation within Data Spaces.

The Data Spaces and Data Space Labs can become important assets for the Test and Experimentation services from European EDIHs and DIHs / iSpaces – and further also become a foundation through available data for new AI and Big Data Innovations from European SMEs and Start-ups.



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Thank you!



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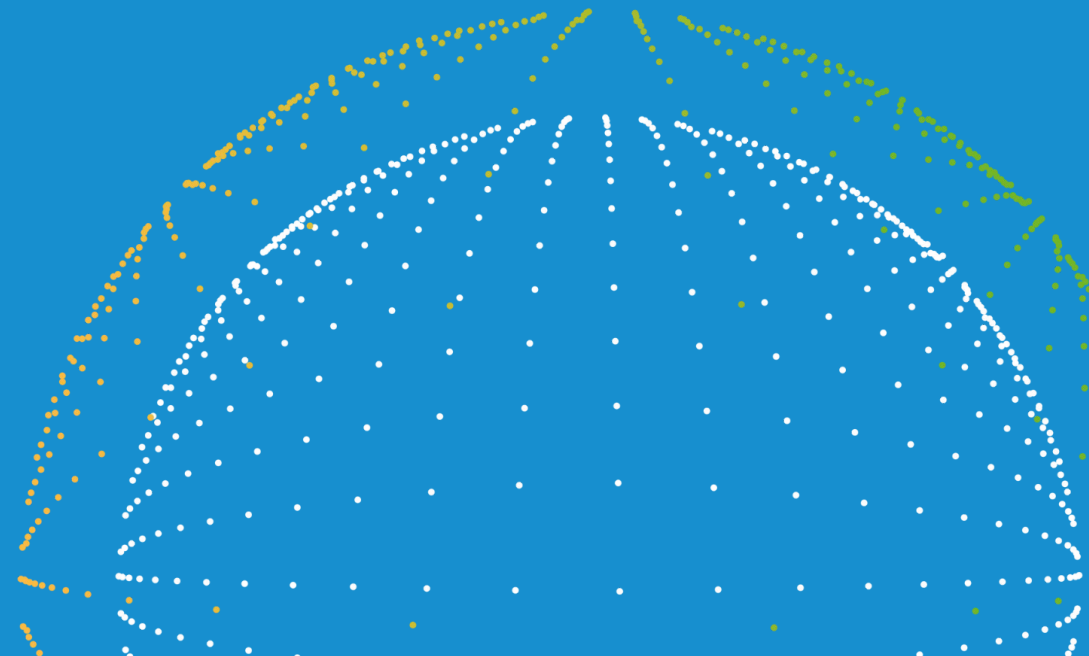
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ENGAGING SMES AND START-UPS IN DATA SPACES

ITI EXPERIENCE



ITI INVESTIGATE
TO INNOVATE



**Daniel Sáez-
Domingo**
(dsaez@iti.es)

Strategic Intelligence and Technology Transfer Director in **ITI**
Coordinator of ITI Innovation Space (**i-Space Platinum BDVA**)
Member of Board of Directors of **BDVA** and **GAIA-X**



ACCELERATING THE ADOPTION OF INNOVATIVE DATA & AI TECHNOLOGIES BY THE ECONOMY

The largest Technology Centre in Europe
focused on Data & AI

Key player in eDIH, AI Network of
excellence & Data Spaces

6+M€ investment yearly in Data & AI

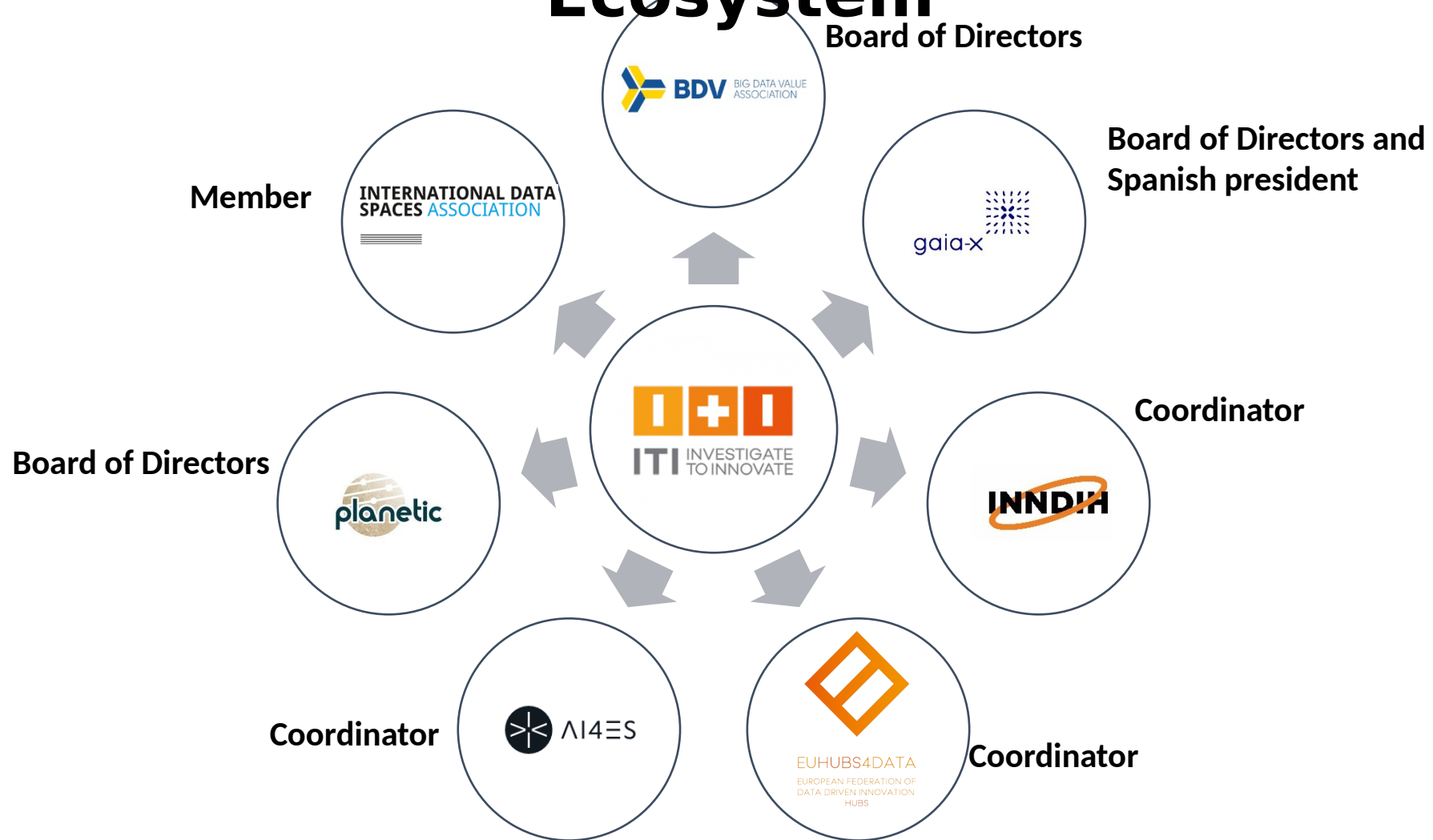
 **WISEHERE** technology stack

250+ companies formally linked

500+ companies in our ecosystem



Strategic Positioning in the Data Ecosystem



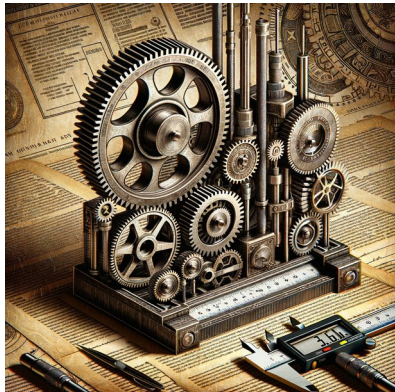
Data Spaces



Technology



Governance



Regulations & Standards



Business

Poor **Quality of Data**

Lack of **computing power**

Lack of knowledge in **data ethics**

Fair data value chains still need to be invented

Data owners (really big data holders) need **incentives to share**

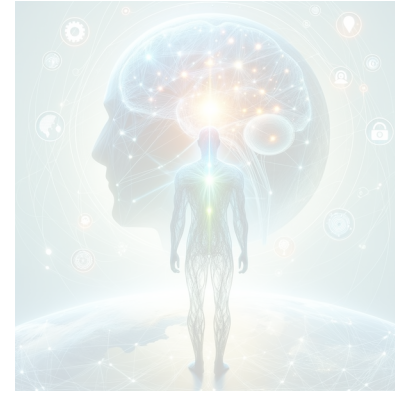
New AI and Data **regulations** bring challenges
for innovators

Lack of **Skills**

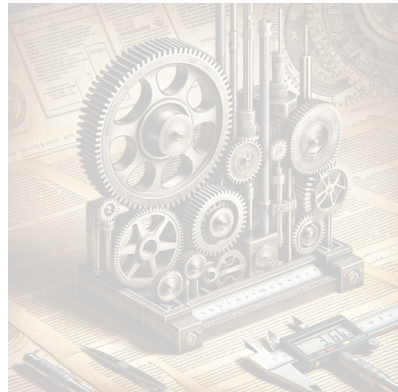
ITI proposal to Data Spaces



Technology



Governance



Regulations & Standards



Business



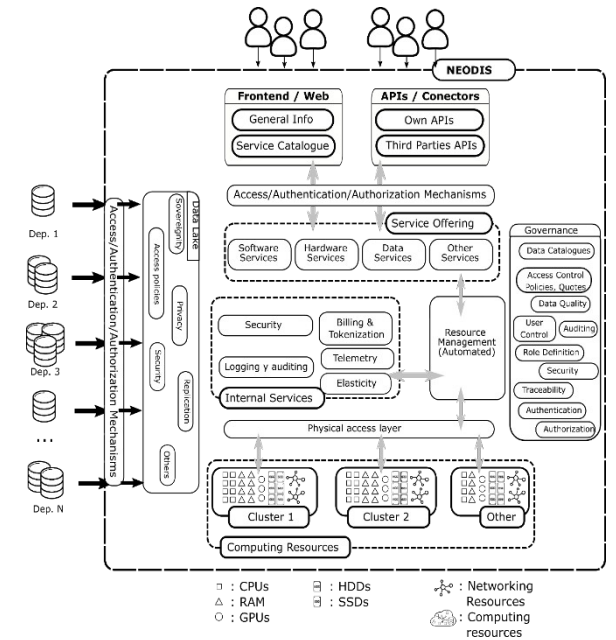
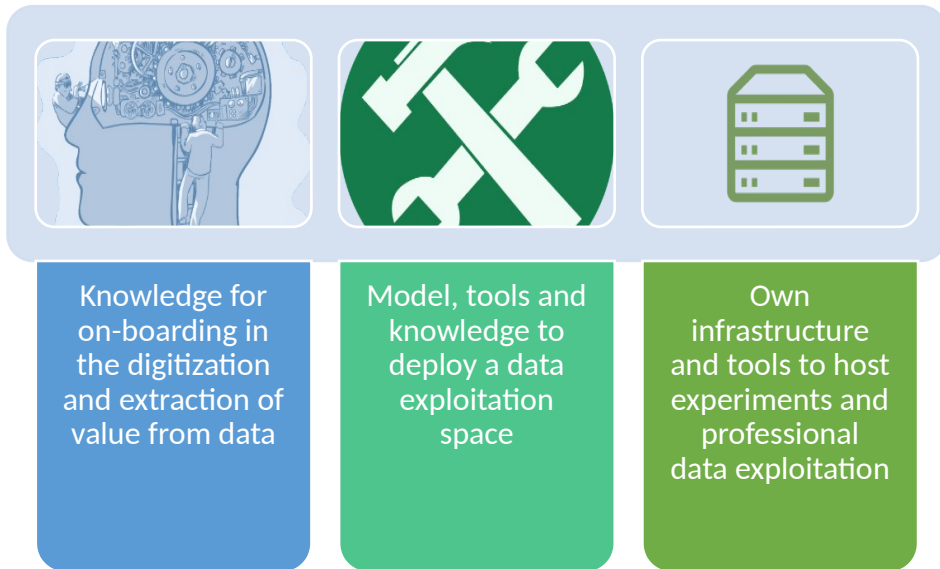
WISEPHERE

Enriched node providing:

- Data Quality
- Data Governance
- Data Ingestión
- Data Storage
- Data Sharing
- Data Processing
- Access control and security

A **Data Space in itself**

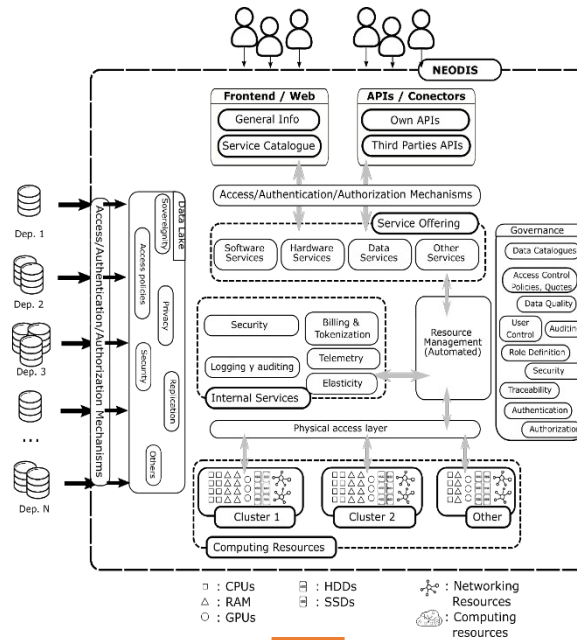
Able to **connect to other nodes** and enlarge the Data Space opening the door to the Universe of Data and AI





Wisephre deployment in ITI for experimentation and business model definition before going to a Data Space

WISEPHERE FOR EXPERIMENTATION



Experimentation Space

- Access to datasets
- Access to infrastructures and tools
- Support to experiments
 - Feasibility analysis
 - Proof of concept
 - Prototyping
- Data and Services Marketplace
- Selection and testing of technologies

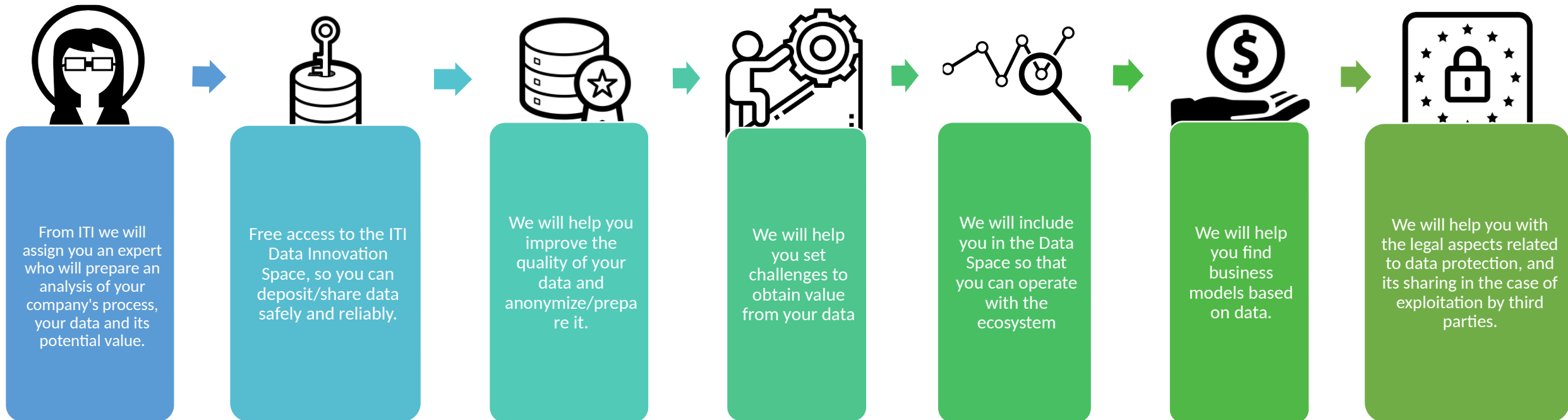
Data management consultancy

- Advice on data sharing, governance, sovereignty, ...
- Advice on legal and ethical aspects
- Advice on data transformation processes (curation, anonymization, ...)
- Enablement in Big Data Analytics

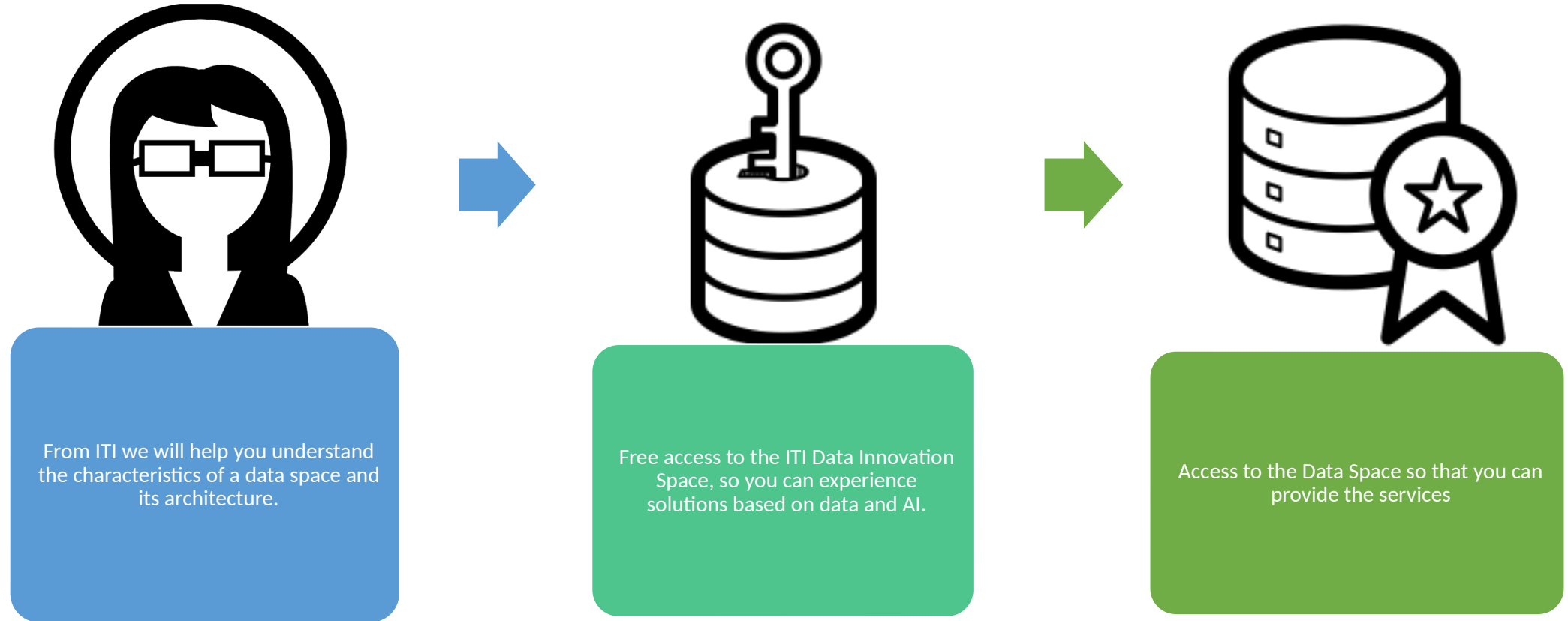
Training

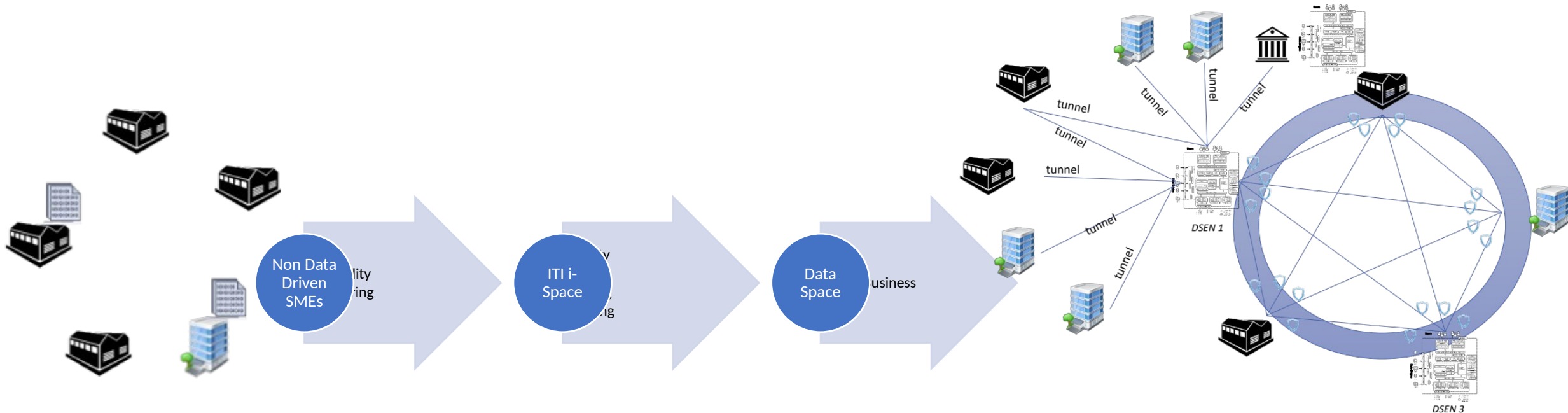
- Technique
 - Infrastructure deployment
 - Data governance
- Business

GUIDE FOR SMES IN THE PROCESS TO DATA SPACES



GUIDE FOR SERVICE PROVIDERS IN THE INNDIH PROCESS TO DATA SPACES





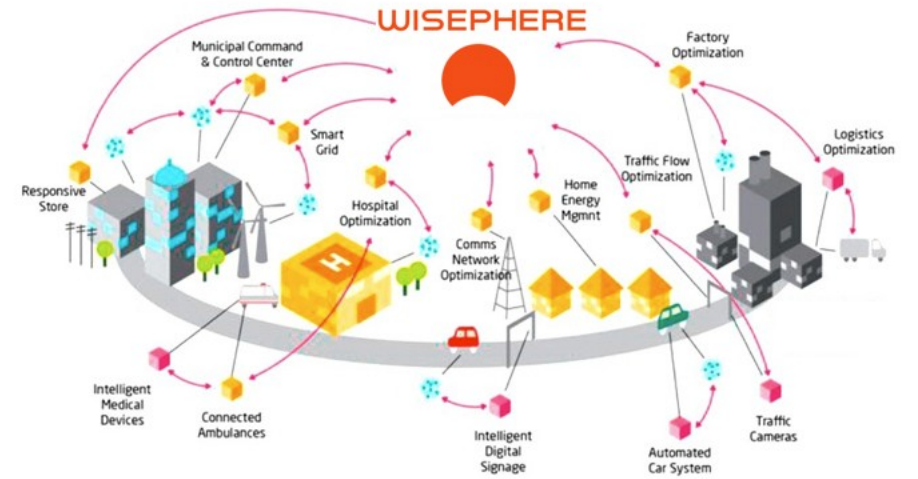
FEEDING DATA SPACES WITH SMES READY TO MAKE BUSINESS



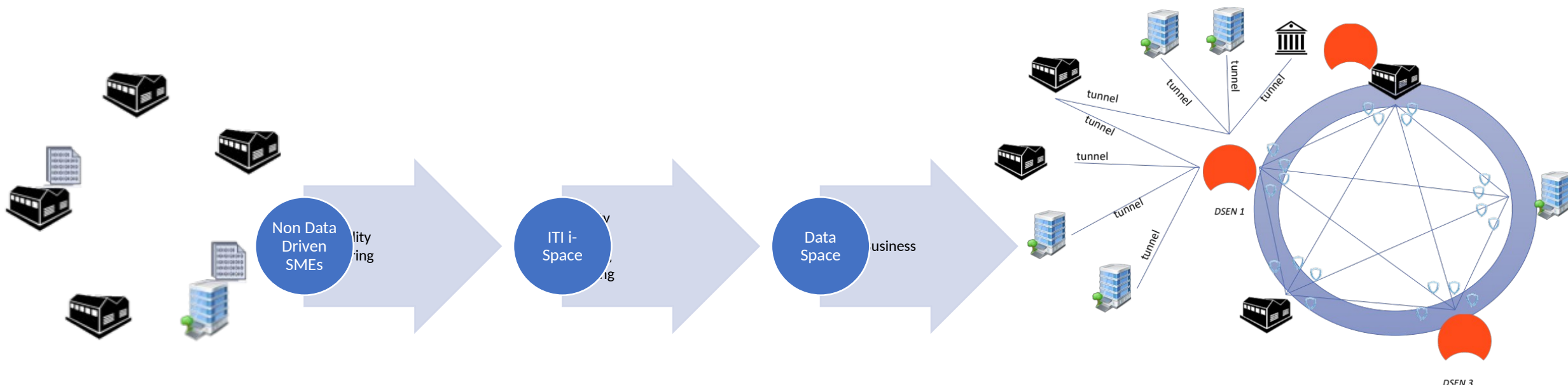
WISEPHERE FOR DATA SPACES



Single Organization



Multiple Organizations



ACCELERATING THE BUSINESS IN DATA SPACES



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BDV

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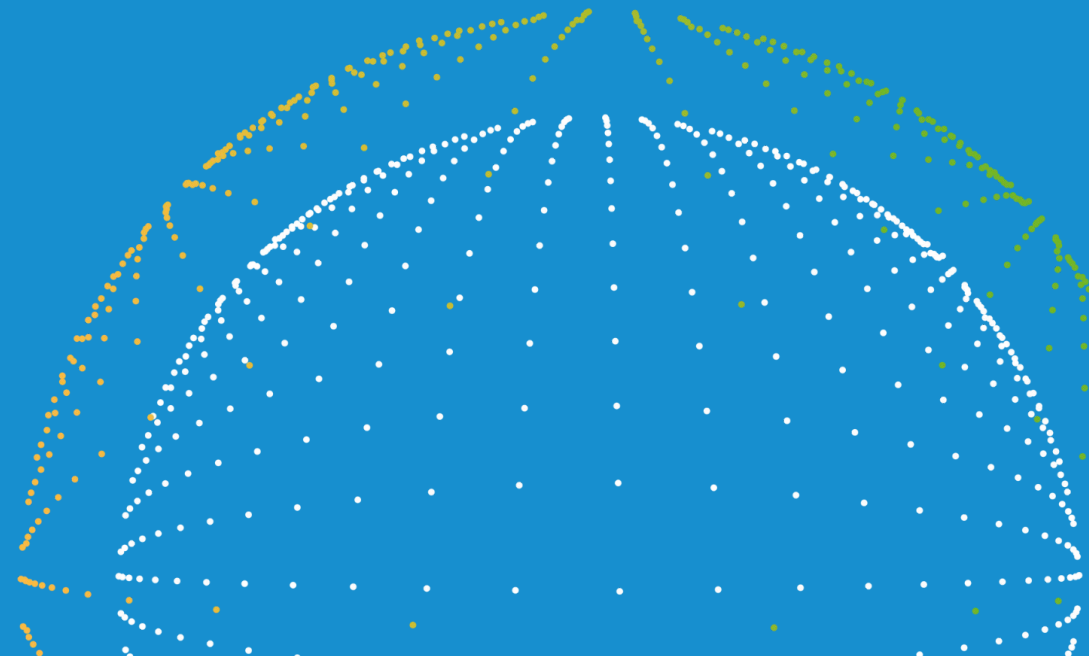
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Smart Data Innovation Lab

We are accelerating innovation on data



History of SDIL

2014 PPP started from national IT Summit

2015-2019 Buildup Phase

2019-2023 Experimentation

2023- Smart Data Innovation Services Catalog



Die Plattform für
Smart Data Experimente

Beschleunigen Sie Ihre Smart Data
Forschung

Industrielle Forschungsfragen



Spitzenforschung zu Big Data Analytics

In Kooperation
mit

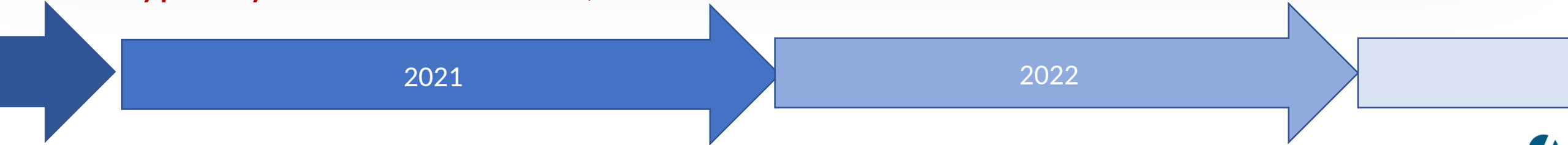


Unterstützt durch





Experience from more than 80 experiments with Industry and SMEs

Typically 2-4 weeks to start, 6-9 month run time



BERTI-4.0: A Pre-trained Language Model for Industry 4.0 Conversational Agents 

Solving Accounting Optimization Problems in the Cloud 

LatentAgel4WaferFab- KI-gestützte Vorhersage alterungsabhängiger Effekte  

EpiNet - NLP für partizipative Datenerfassung 


WearNet: Deep Learning Toolkit für Wearable Bewegungsanalyse 

Cognitive Matchmaking bei Communities von Lernplattformen 

KI-basierte flächenhafte Grundwasserstandsmodellierung  

Verbesserung von KI-Modellen basierend auf räumlichen Daten in der Agrarwirtschaft 

Verbesserung von rechenintensiven Tieren Neuronalen Netzen beim datensparsamen Lernen 

Airformer: Deep Learning Systemen für Luft-Qualität Vorhersagen und Analysen 

Hyperparameter Optimierung von Deep Learning Modellen unter Nutzung innovativer Messdaten für die Bodenfeuchte 

Knowledge Distillation for Relation Extraction  

Unsupervised User Interface Representation Learning (UIURL)  

Rapid Urbanism KI Agent

Optimierung der Clusternutzung für das Reinforcement Learning von Nesting Problemen  

Automatische quantisierte neuronale Architekturen Optimierung zur Zielerkennung und -Verfolgung 

Deep Learning Ansätze für Intelligente Ergonomische Sitzmöbel 

KI-Turbine: KI-basierte Betriebsüberwachung von Turbinen 

Data Clean Room Concept

Goal since beginning : Accelerate Innovation on Data

State of the Art Infrastructure

in Germany/ On-Premise

Community

Trust needs community

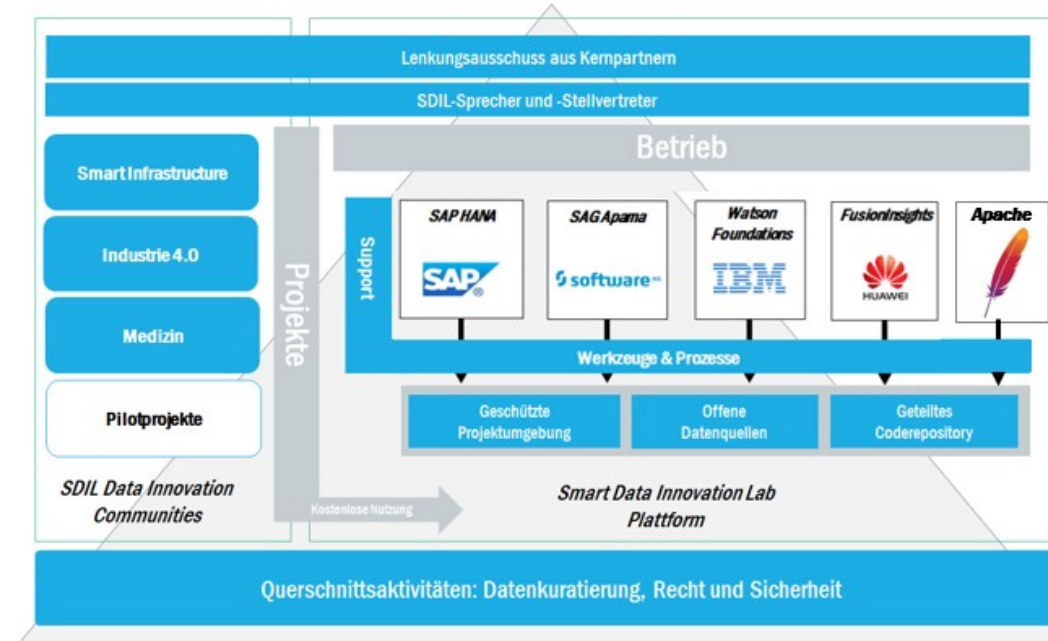
Legal & Governance

Scalability needs standards

Common Assets: Data, Tools, Algorithms

→ We started with idea of accumulating fair share: this did not scale!

How can we scale to serve a large number SMEs??



Smart Data Innovation Services

Since 2023 new Catalog

- Focus on reseach transfer offers
- Target: innovative SMEs and collaborative research with industry

Currently more than 20 Services

- all services should be usable in a (pre-competitive) commercial setting
- **Can we sustain beyond funding retaining SME focus?**

Legal challenges with „Commercialization“

- Funding rules are complicated in Europe (de-minimis, taxation, General Block Exemption Regulation)
- Integration of offers from partners

www.sdil.de/services

Smart Data Innovation Services

Nutzen Sie Innovation Services aus unserem Katalog, um eigene datengetriebene Innovationen zusammen mit deutschen Spitzenforschern umzusetzen.

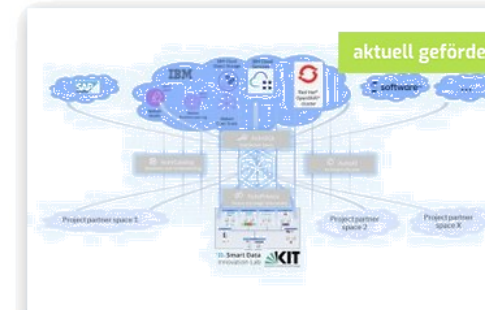
Alle

Consulting

Infrastruktur

Schulungen

aktuell gefördert



Positioning in the German AI-Data-Service Ecosystem

Large funded offer inside Germany that often overwhelms SMEs:

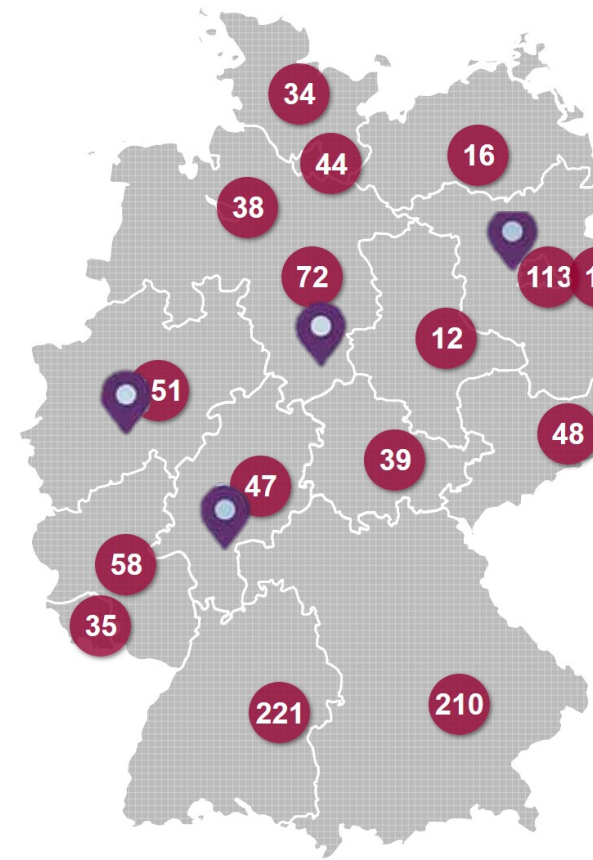
- Additionally to EDIHs, etc: Germany has very federal structure for research transfer
- Prominently 4 AI-Service-Centers: giving access to AI infrastructure to SMEs

Despite funding: access to infrastructure for start-ups, scale-up and classical SMEs beyond research stays challenging

Goal SDIL starting 2024: Integration of services usable under commercial conditions beyond immediate ecosystem in Germany

Federation of iSpaces: Create also value accross Europe.

What makes sense to offer cross-border???





Smart Data & KI for the Mittelstand

➔ KIT/SDIL's regional initiative (also started 2014)

Association (in founding) with participation of SME, industry and academia

Help adoption of AI and Data Space technology

Sustained via membership fees

USPs:

Networking, Workshops/Training, Access to Compute

KI-Allianz Baden-Württemberg

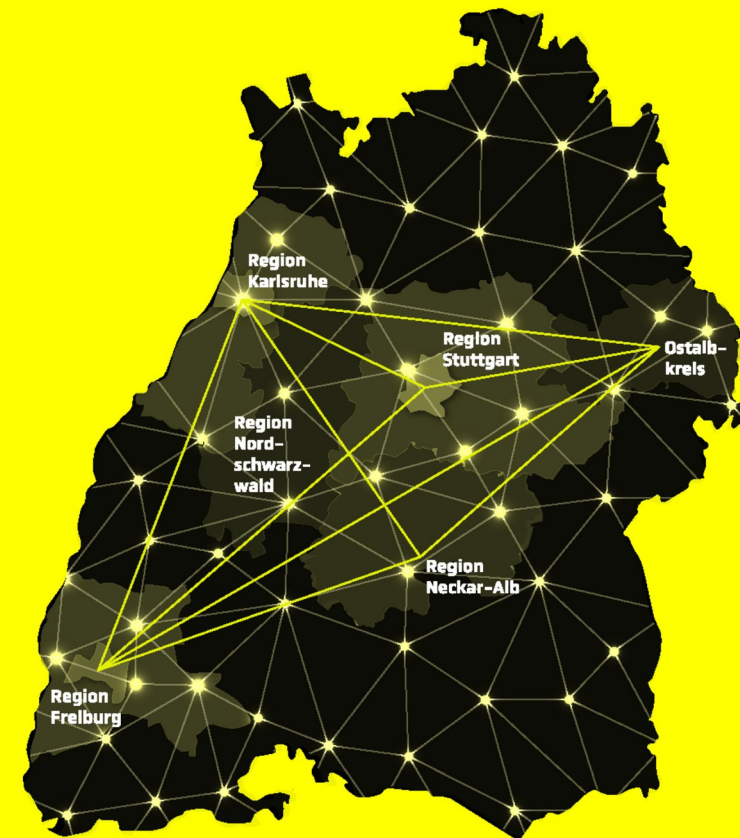
Data platform

WE LOVE ÄI.

Sharing AI assets for cross-sector AI applications

We design and implement an **operational, customisable platform** for companies, preferably SMEs, public and scientific institutions according to a private-public partnership model based on the **following principles**:

1. generation, management and sharing of data and AI models
2. compliance with ethical and legal compatibility
3. value enhancement through services, cross-sector linking and standardised metadata
4. access to computing resources for the execution of AI models



Elephant in the room

Data spaces are currently driven by politics not business ?!

Why should SMEs then invest in data space technology and consulting already today?

AI is the driving force behind the data economy

□ The main challenge of SMEs joining data spaces is motivation

1. AI is a driving factor for value generation on data
2. Data Spaces and Innovation Hubs need to evolve together
3. i-Spaces can be an important accelerator for data innovation
4. Data innovation in i-Spaces need to prepare compliance with data spaces

➔ SMEs should be supported based on their needs

➔ Data Spaces need to come “for free” facilitated by technology provided by hubs that need stable add-on funding to support this

(mix of public and private funding needs to be improved)

.DATAWEEK²⁴
JOIN.LEARN.SHARE.GET VALUE

Engaging SMEs and Start-ups in Data Spaces

12/03/2024 10:00 - 11:30 (CET)

Denia Kanellopoulou, PhD
NCSR "Demokritos"

.DW²⁴ under the umbrella of:
Data Spaces Symposium
Unite. Innovate. Adopt.

Darmstadtium | Frankfurt region



Funded by
the European Union

The Data Spaces Support Centre receives funding from the European Union Digital Europe Programme under grant agreement n° 101083412

DSBA



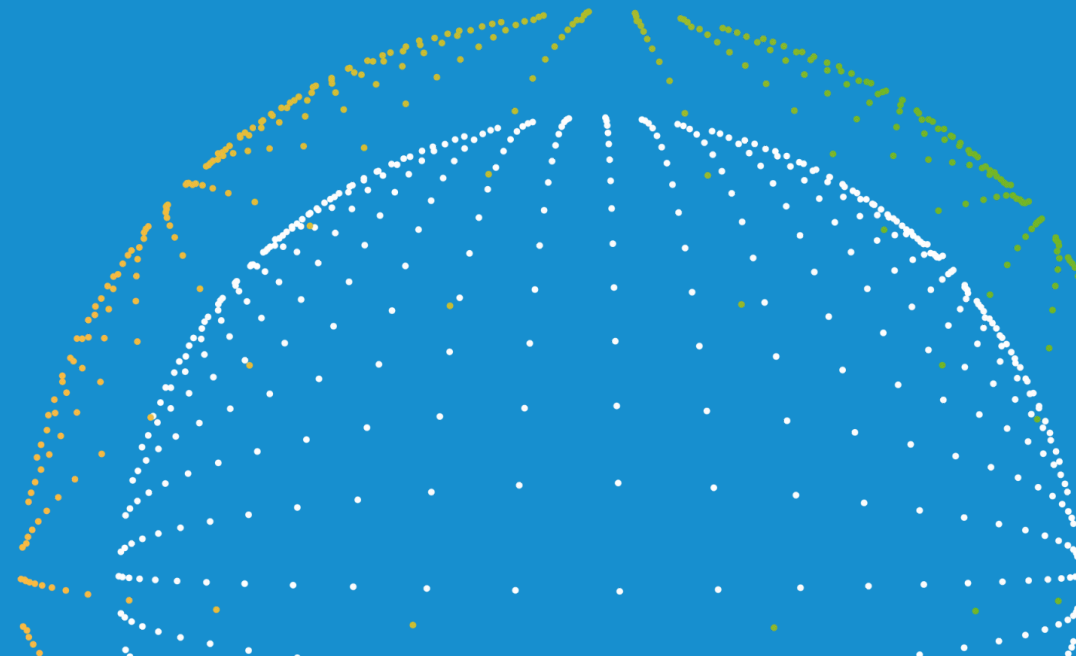
FIWARE
FOUNDATION

gaia-x

INTERNATIONAL DATA
SPACES ASSOCIATION

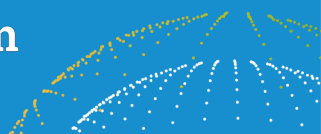


DATA SPACES
SUPPORT CENTRE



A Pioneer in Scientific Excellence & Innovation

- **NCSR "Demokritos"** is the biggest multidisciplinary public research center in Greece
- The **Institute of Informatics and Telecommunications (IIT)** and more specifically its Intelligent Information Systems (IIS) Division leads cutting-edge **R & D** activities focused on **Artificial Intelligence (AI)**
- "Demokritos" has founded the **Technology Park "Lefkippos"** hosting spin-offs and start-ups that develop innovative and high added-value technology products
- IIT's digital innovation unit has established the "**ahedd**" **digital innovation hub** in order to develop an open cross-thematic (AI, Big Data, IoT) innovation ecosystem



Challenges in Greek Data Value Landscape

- Greek SMEs rank last in terms of digitalization in EU and only 2.6% of enterprises use AI (DESI 2023)
- 20% of Greek enterprises want to invest in AI (SEV 2024)
- Greek economy is recovering from a long economic recession
- Lack of investments in research and innovation
- Lack of skilled data and AI professionals



Leading AI-powered & Data-driven Innovation

- Top enabler of **AI Transformation** in Greece
- Orchestrator of a **5G- and IoT-enabled smart-city testbed** for AI applications at Demokritos campus
- Major role in **key** EU & national **AI initiatives**
- Wide network of **business stakeholders**
- Coordinator of **Smart Attica EDIH**, the first EDIH for **AI** in Greece



Smart Attica: “AI-powering Greece”

- Smart Attica aims to **increase the digital maturity** of Greek businesses and local authorities.
- The core driving force is **Artificial Intelligence**, complemented by the expertise in High-Performance Computing, Cybersecurity and other emerging digital technologies like IoT, 5G and sensors.
- 17 acclaimed **partners** incl. Research & Academia, National Infrastructures, Tech Transfer & Accelerators, Banking & VCs, Business Associations, Public sector & Society
- More than 30 **associate partners** bringing sector-specific needs, willing to experiment or offer complementary services.



Focus & Challenges



Energy & Environment

Priorities:

Natural resources use
Energy efficiency
Environmental impact



Supply chain & Mobility

Priorities:

Logistics
Urban mobility
Transportation

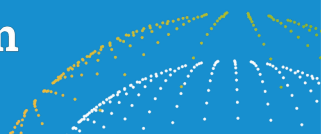


Culture & Tourism

Priorities:

Citizen participation
Visitor experience

- Administrative effort, Co-funding scheme (EU + Member state) delays
- Use cases & Commitment from SMEs
- Data availability and provision policies



.DATAWEEK²⁴

JOIN.LEARN.SHARE.GET VALUE

Thank you!



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DSBA



INTERNATIONAL DATA SPACES ASSOCIATION



DATA SPACES SUPPORT CENTRE

Data Spaces Symposium

Unite. Innovate. Adopt.

Darmstadtium | Frankfurt region

DATA SPACE SYMPOSIUM 2024

Experiences and
challenges with SMEs



DATA SPACE SYMPOSIUM



MAG. JAKOB LOGAR



KNOW CENTER

A EUROPEAN INNOVATION AND RESEARCH CENTRE
FOR TRUSTWORTHY AI AND DATA SCIENCE.

- 20+ years of experience
- 100 employees
- 100+ industry projects per year
- 50+ publications per year
- research & develop innovations in data science and AI models
- focus on trustworthiness and explainability





MISSION & VISION

N

MISSION & VISION

Our mission is to make data and AI models trustworthy, explainable and accessible, also for SMEs.

MISSION & VISION

Data Spaces are an infrastructure that enables fast, efficient and secure sharing of data.

It can generate benefits for the entire European ecosystem and strengthen the competitiveness of European businesses.



Project “dataSChare 1.0”

Data Spaces in Supply Chains –
Industry Requirements



WHAT ARE THE
USECASES?

USE CASES ranked by C-Levels:

Optimization of supply chain
end-to-end visibility

1

2

3

USE CASES ranked by C-Levels of SMEs:

Integration of suppliers
(with and without EDI)

1

2

3

USE CASES ranked by C-Levels of SMEs:

**Optimization of
Sustainability**

1

2

3

MAIN BARRIERS FOR THE USAGE OF DATA SPACES:

Uncertainty because it
is a new technology

1

2

3

4

5

6

MAIN BARRIERS FOR THE USAGE OF DATA SPACES:

Lack of resources
in capital and personnel

1

2

3

4

5

6

MAIN BARRIERS FOR THE USAGE OF DATA SPACES:

The benefit of 1:n data
connections/sharing was not clear

1

2

3

4

5

6

MAIN BARRIERS FOR THE USAGE OF DATA SPACES:

Technical readiness was seen
critically –
connection to ERP-Systems is crucial

1

2

3

4

5

6

MAIN BARRIERS FOR THE USAGE OF DATA SPACES:

Doubts about data
security

1

2

3

4

5

6

MAIN BARRIERS FOR THE USAGE OF DATA SPACES:

Low data
quality

1

2

3

4

5

6



HOW WE
APPROACH DATA
SPACE PROJECTS

CUSTOMER CENTRICITY:

Take a customer centric approach:
Define the benefit companies and
organisations can reap from sharing
data.

1

2

3

4

A STRONG USECASE IS THE KEY:

Find a usecase that is strong enough (pain, gain, job) that can best be solved with a data space.

1

2

3

4

SIMPLICITY:

Simple & clear interfaces, low integration effort – not everybody has an IT department or wants to involve it in a complex data space project.

1

2

3

4

ONBOARDING & ASSESSMENTS:

Maturity assessments and assisted onboardings can help to lower entry barriers for SMEs.

1

2

3

4



Thank you
for your attention!

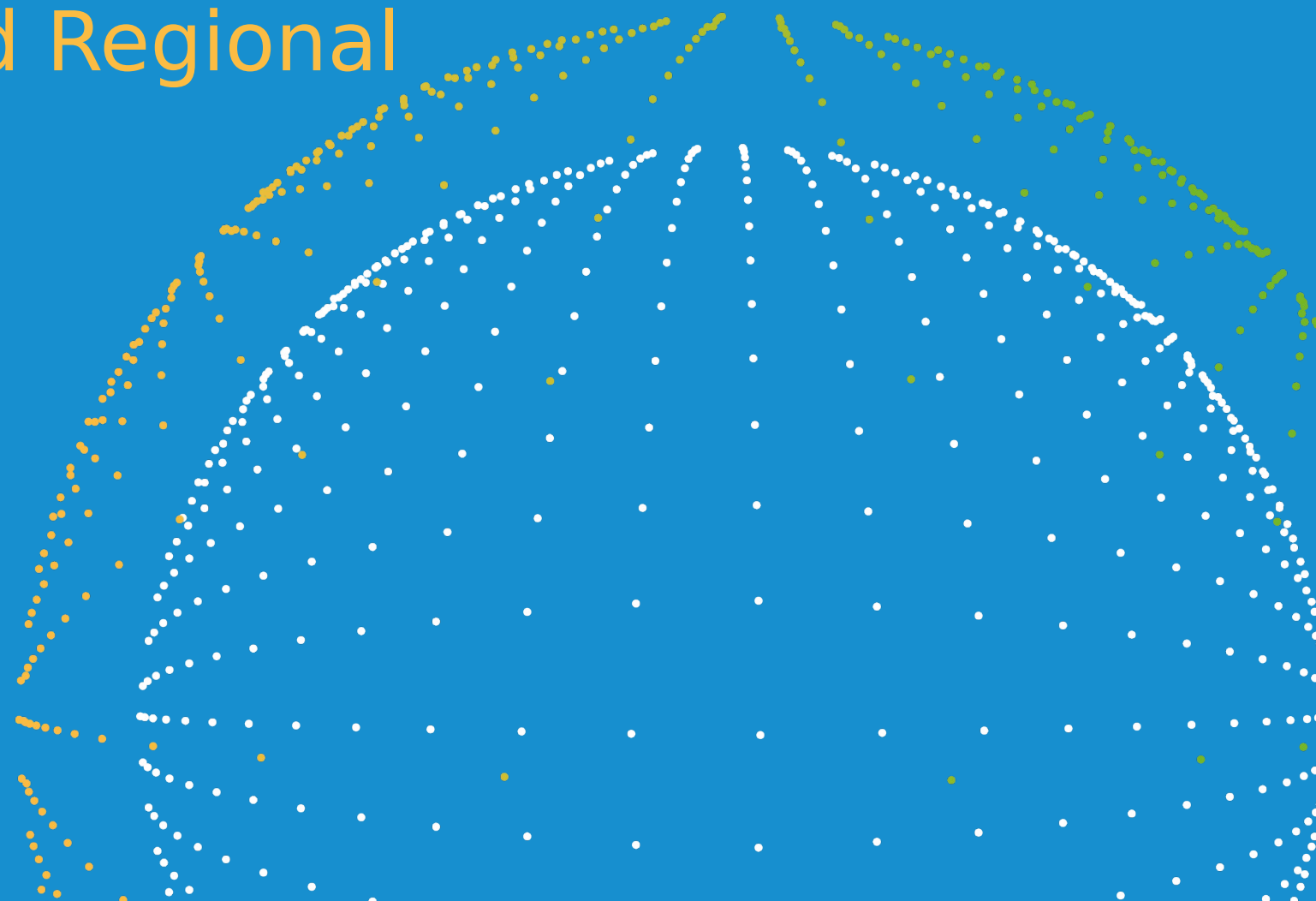
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We are happy to meet you!

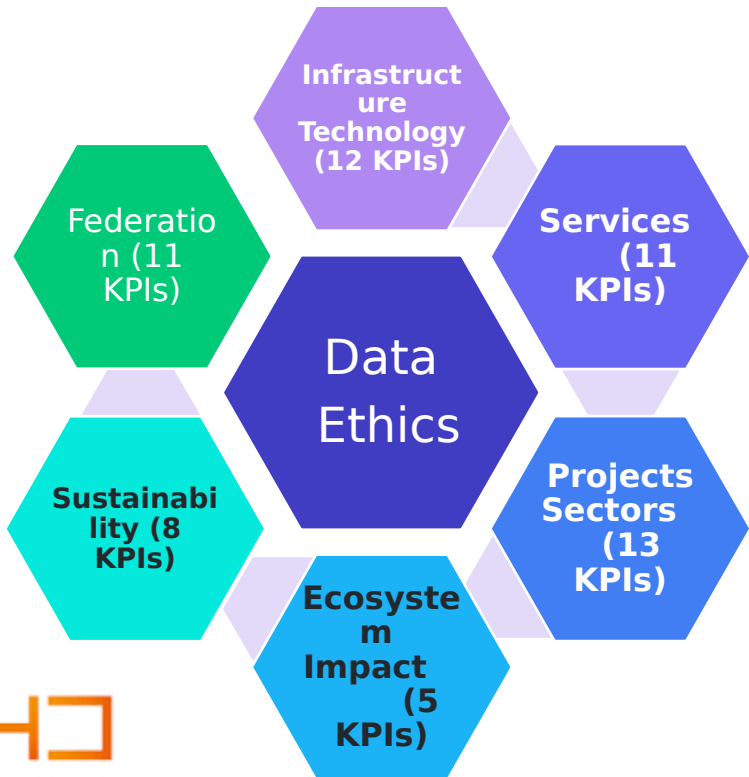
Data Spaces Symposium

Experiences from EDIHs, i-Spaces at local and Regional level:

Jeanette Nilsson RISE



BDVA labelled i-Spaces 2023



RISE ICE I-space

**RI
SE**



A full-scale research datacenter and testbed with the objective to be an enabler in the development of the AI & datacenter ecosystems by increasing knowledge and competence.



More than 100 projects have been performed with more than 100 project partners since the start 2016. Partners are Ericsson, ABB, Meta, LTU, Vertiv, BP Castrol.

Focus areas:

- Data centres
- 5G and Edge
- AI and Data Spaces
- Energy efficiency





Första träff



Behovskartläggning



Grundchecklista produkt



Grundchecklista företag



De minimis declaration,
de minimis award,
hel och ren Vinnova?



Testbädd
Digitaliserat
Jordbruk



RI
SE



Andra aktörer

Exempel på tjänster
Lorem ipsum dolor sit
Lorem ipsum dolor sit

Exempel på tjänster
Lorem ipsum dolor sit
Lorem ipsum dolor sit

Exempel på tjänster
Lorem ipsum dolor sit
Lorem ipsum dolor sit

Exempel på aktör
Lorem ipsum dolor sit
Lorem ipsum dolor sit

Roadmap for AgrifoodTEF Swe

Sat

2023-2024

- Build Team
 - Internally Sverige
 - SEU-TEF
- Build processes
 - Onboarding
 - State aid
 - International exchange (customers from other countries)
- Customer cooperation
 - Understand Customer needs
- Build Services
 - Infrastructure
 - Competens
- Making the TEF well known
- Create Policy Network
 - EDIH
 - Policy lab
 - Etc

2025-2027

- Value creation for customers
- Service build up
 - Web
- Continue Service development
- Continue Customer Cooperation
- Work with policies
- Make the Tef Independent
 - Long term Sustainability
 - Ways of working
 - Economy

2028->

- Operation (see 2025-2027)
- Economically sustainable for all stakeholders
- Companies are paying for services
- SME applies for funding (?)
-



