



Euro-BioImaging
European Research Infrastructure for Imaging Technologies in Biological
and Biomedical Sciences

WP3 Process Plan

Task 3.4
Business Plan

Deliverable 3.10
First draft of business plan structure

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May 2011

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1	<i>Executive summary</i>	3
2	<i>Description of the work package task and the deliverable</i>	3
2.1	Objective	3
2.2	Results - First draft of business plan structure	4
3	<i>Conclusion and Outlook</i>	6

1 Executive summary

During the preparatory phase, Euro-Biolmaging is developing an overall business plan including the working plan for implementation and deployment of the biological and biomedical imaging research infrastructure and a concept for sustainable funding. The business plan will become the basis for decision-making by interested Member States to become Euro-Biolmaging partners and invest in the infrastructure. This deliverable provides the first draft structure for the overall business plan.

The business plan will provide concise and compelling information about

1. The Euro-Biolmaging vision, impact and long-term goal
2. The need for Euro-Biolmaging
3. The Euro-Biolmaging research infrastructure model (scientific model, physical model, governance model, legal model)
4. The Euro-Biolmaging funding concept
5. A road map for implementation
6. Information about Euro-Biolmaging Stakeholders and Partners

2 Description of the work package task and the deliverable

2.1 Objective

The Euro-Biolmaging business plan (D3.10, D3.11, D3.12, MS13) will integrate the working plan (Task 3.3 - *Working plan including how to integrate new partners and future trends in biomedical imaging*) and the funding concept (Task 4.2 - *Develop a funding model for Euro-Biolmaging taking its legal governance structure and scientific and technical needs into consideration* and Task 4.3 - *Identify funding requirements for establishing a pan-European research infrastructure for biomedical imaging*).

The objective of Task 3.4 is to develop the overall Euro-Biolmaging business plan. The business plan will present the case for a harmonized openly accessible European infrastructure for biological and biomedical imaging. It will provide financial, legal and access models for existing infrastructure to be opened for pan-European access as well as for new infrastructure that needs to be constructed to fill gaps in the existing landscape.

The business plan will become the basis for decision-making by interested member states to invest in Euro-Biolmaging. It will provide the detailed plan for implementation of Euro-Biolmaging including the Euro-Biolmaging vision, impact, infrastructure deployment and management, user access and training, financing, and governance.

The deliverable D3.10 *First draft of business plan structure* provides the framework to coordinate and integrate input from all Euro-Biolmaging WPs – but especially from WP2 Legal, Governance and Ethical Issues and WP4 Finance Planning - into the overall Euro-Biolmaging business plan by the central WP3 Process Plan. This first draft is therefore available at the beginning of the Euro-Biolmaging preparatory phase project. It thus facilitates the drafting process of the future overall business plan. For example, the currently ongoing Euro-Biolmaging survey will provide the data needed to describe the existing biological and biomedical imaging infrastructure landscape in Europe and identify the gaps for required imaging facilities to be newly constructed.

2.2 Results - First draft of business plan structure

Euro-Biolmaging: Europe's future infrastructure for biological and biomedical imaging

1. The Euro-Biolmaging vision, impact and long-term goal

Mission statement: To provide a clear path to open transnational access to cutting-edge imaging instruments in a coordinated and quality-controlled research infrastructure.

- A. Scientific case
- B. Vision
- C. Long-term goals
- D. Impact

2. The need for Euro-Biolmaging

During the Preparatory Phase, Euro-Biolmaging seeks the involvement, support and mandate from all Euro-Biolmaging Stakeholders and Partners (scientific partners, governmental partners, industry) to define

- A. The current situation and future needs: Access to biological and biomedical imaging infrastructure in Europe
- B. Inventory map of existing European imaging infrastructure landscape (information about the current research infrastructure, different types of infrastructure users / providers / industry)
- C. Unmet needs of imaging research infrastructure users and providers (identified by the Euro-Biolmaging survey and continuous Stakeholder consultation)
- D. (In)appropriate training and education of European researchers in imaging technologies
- E. Current duplication and fragmentation of imaging infrastructure efforts in Europe
- F. Current challenges and unmet needs of European industry concerning access to and competitiveness in imaging technologies
- G. Analysis of competition

3. The Euro-Biolmaging Research Infrastructure Model

- A. Euro-Biolmaging – The preparatory phase (list of Beneficiaries attached in appendix)
- B. Euro-Biolmaging – The scientific model (scope, benefits, user needs, scientific challenges, imaging technologies and coordination platforms provided, and their respective access models; coordination of training and service)
- C. Euro-Biolmaging – The physical infrastructure model (e.g. hub and nodes model – list of nodes to be selected in Euro-Biolmaging calls, management of pan-European distributed research infrastructure)
- D. Euro-Biolmaging – The governance model (roles and responsibilities, governance board(s), advisory board(s), relation between hub and nodes, etc.)
- E. Euro-Biolmaging – The legal model (most suitable legal model for pan-European distributed research infrastructure e.g. ERIC, EMBL special project, alternatives, legal relation between hub and nodes etc.)

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- F. Euro-Biolmaging – Model for industry relationships (based on continuous industry board consultation)
 - G. Euro-Biolmaging – Model for interaction with European and global research infrastructure landscape

4. Funding Euro-Biolmaging

The business plan will provide estimated costs for the hub and the individual nodes, detailing:

- A. Upgrade / new construction of imaging facilities
- B. Infrastructure management and maintenance and operational costs
- C. Equipment and technology upgrades
- D. User Access
- E. Personnel Costs (salaries of highly trained service staff)

If already feasible, the business plan should indicate

- A. Individual national commitments from individual interested Member States as documented in indicative letters from the appropriate ministry or funding body, or already allocated investments in the framework and in accordance with Euro-Biolmaging membership.
- B. The Euro-Biolmaging funding model(s) based on the legal framework and applicable regional, national and European funding streams as well as contributions from industry and philanthropy.

5. Road map for implementation

The Road map for implementation will provide an overview of the implementation time schedule including:

- A. Time point target
- B. Objectives
- C. Estimated costs related to the objectives
- D. Next steps

6. Appendix

- A. Charts (if applicable)
- B. Lists of Beneficiaries, successful node applicants, industry partners, ...
- C. Sources being used
- D. Glossary
- E. Abbreviations

3 Conclusion and Outlook

A first draft structure of the business plan is in place to provide the framework to develop the overall business plan for Euro-Biolmaging based on all relevant deliverables during the preparatory phase.

During the Euro-Biolmaging Preparatory Phase, the important next steps concerning the business plan are:

- Close collaboration with all Euro-Biolmaging Preparatory Phase Work Packages – especially WP2 Legal, governance and ethical issues and WP4 Finance Planning – for continuously including all relevant deliverables and information into the developing overall business plan
- Obtaining more information about
 - funding models (presentation of different models; different legal requirements for funding from Member States, who wish to become Euro-Biolmaging partner) – in close collaboration with WP4
 - similar funding and research infrastructure projects in Australia (e.g. NCRIS/NRIC – National Collaborative Research Infrastructure Strategy; AMMRF – Australian Microscopy and Microanalysis Facility)
 - impact of large-scale research facilities on society and economy (e.g. “The role and added value of large-scale research facilities” by the Technopolis Group from Febr. 2011 and the “Economic Impact Study of the CRC Programme” from Okt. 2006, prepared for the Australian Government)
- Analysis and evaluation of Euro-Biolmaging survey
 - Inventory map of existing imaging research infrastructure landscape in Europe
 - List of unfulfilled needs/ unserved requests of infrastructure users and providers