



**DELIVERABLE D.T3.1.1 "REPORT ON ONE-DAY WORKSHOP ON PREPARING AN ORGANISATIONAL AND OPERATIONAL MODEL FOR THE TBPC"**

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## GENERAL INFORMATION – One Day internal workshop

Location: Split, Croatia

Date: 18<sup>th</sup> April 2018

Participants: representative of all BIOCOMPACK-CE partners

Purpose: To create a draft business and sustainability plan for the Transnational Biocomposite Packaging Centre

## BACKGROUND

The main output linked to BIOCOMPACK-CE Thematic Work Package 3 is creation of a central European network platform for sustainable paper-plastics packaging solutions called Transnational Biocomposite Packaging Centre (TBPC). This centre will have a form of an integrated virtual network platform (online portal) of technology and business innovation service providers in the field of paper-plastic packaging solutions. The purpose of the TBPC is to deliver support (exchange of information, knowledge and resources) to companies willing to invest and to introduce sustainable paper bioplastic solutions to the market. In addition the TBPC will foster R&D-business ecosystems for implementing new market oriented projects concerning the application of biodegradable plastics in paper-plastic packaging solutions in Central Europe.

The TBPC core management team will comprise of selected personnel from BIOCOMPACK-CE Project Partners who will incorporate various activities of the TBPC into their daily operations and responsibilities. TBPC is also an open platform and will actively seek partners, organisation and NGO's such as clusters, branch networks and EEN. TBPC consultants will use tools developed in other BIOCOMPACK-CE outputs and will provide scientific, technical, technology as well as economic feasibility assessment, promotion and other supporting types of expertise to offer a well-rounded, one-stop support service.

To kick-start organisation of the TBPC, Thematic Work Package 3 leader organised a workshop for all BIOCOMPACK-CE partners. The rationale for workshop was to develop a draft business and sustainability plan for the TBPC. During the workshop a standard template for business plan was presented to all project partners, and its contents were discussed and explained. Later all participants were split into groups and worked on various business plan components.

The findings were collected by Thematic Work Package leader and turned into this draft business and sustainability plan. This plan will be further refined by all project partners into a final version of the TBPC model and statute and model of cooperation agreement for associated partners to the TBPC.

## BUSINESS AND SUSTAINABILITY PLAN STRUCTURE

The purpose of the business plan is to create a roadmap for a new venture. It formalises ideas and specifies direction such as the goal, mission and strategy. It also allows tracking of progress and testing the feasibility of the idea. Last but not least it will be necessary for inviting potential partners to the venture.

There are many different standards of business and sustainability plans structure, and most of them share the same characteristics. In the case of BIOCMPACK-CE and the TBPC, Thematic Work Package Leader decided to adopt a structure which chiefly focuses on three different aspects of business critical for TBPC – internal environment (how will the business operate), external environment of the TBPC (packaging industry and consultancy services) and what are the major risk, limitations and constrains that TBPC member need to be aware of.

The following structure of the business plan is used for the draft:

### **1. The business - general:**

- a. Business description
- b. Operations plan
- c. Industry background / key trends of the sector
- d. Mission/Vision

### **2. The business – details**

- a. Products and services
- b. Customers
- c. Marketing plan

### **3. Business risks**

- a. Key risks
- b. SWOT

### **4. Legal status**

### **5. Financial plan and sustainability**

## THE BUSINESS – GENERAL – BUSINESS DESCRIPTION

The key objective of this section of the business plan is to give an overview as to what the business will involve, why it is necessary, who will use it and who is the main competition.

## **What type of business is proposed? What is the concept?**

The proposed business type for the TBPC is consultancy service for paper/bioplastic packaging solutions in the following areas:

- Technical consultancy:
  - materials (paper, plastics, bioplastics)
  - packaging technologies
  - processing technologies
  - Business support
  - waste management – recycling, composting, recovery
- Matchmaking/networking
- Legislation, regulation and all legal aspects of packaging materials, food safety and waste management
- Sustainability and environmental consultancy, including Life Cycle Assessment
- Testing:
  - Packaging testing
  - Material testing
  - End-of-Life testing (recyclability, compostability)
- Production tests in lab scale, pilot scale and industrial scale

TBPC will provide scientific, technical, technology as well as economic feasibility assessment, promotion and other supporting types of expertise to offer a well-rounded, one-stop support service.

## **What business/sector TBPC is operating in?**

- Full packaging value chain
- Packaging material producers
- Consultancy
- Business support services
- Food health and safety
- Waste management
- Environmental management and sustainability
- Education

- All sectors that use packaging including:
  - Foodstuff
  - FMCG
  - Tourism
  - Fashion
  - Consumer electronics
  - Etc.

### **What is TBPC offer (in general terms)?**

Full spectrum of services related to bio-composite packaging

- Testing/new packaging solutions/networking/Know-how
- Food contact regulation and Environment regulation
- Package of services (exchange of experiences, educational and communication support, consultancy, legal support and legislation support, analysis of the market)

### **What are aims and goals of the TBPC?**

The general aim of TBPC is promoting use of sustainable solutions, products and services for whole packaging industry. The practical aim is technical assistance in all aspects related to development and use of bio-composite packaging manufactured from paper and plastics. This requires the TBPC to continuously maintain state-of-the-art and knowledge, promotion and expansion of TBPC activities by associating new members.

### **Where is the TBPC located?**

The TBPC will exist as an integrated virtual network platform that is based on an agreement between BIOCOMPACT-CE project partners. In practical terms it will exist in the cloud as a website and online platform. The TBPC website and online platform will enable daily contacts between the TBPC network members and allow companies to tap into a network of expertise and support in paper-plastics packaging innovations. Each BIOCOMPACT-CE project partner will designate employees who will incorporate TBPC operations into their daily activities.

The physical server with all the platform architecture will be based in Thematic Work Package 3 Leader HQ in Warsaw, Poland.

Address:

COBRO – Packaging Research Institute

11 Konstancińska street, 02-942 Warsaw, Poland

## Who is the competition?

Services offered within the TBPC already exist in a fragmented form within the following organisations:

- Academia
- R&D institutes and research centres (for example Institute for Pulp and Paper in Slovenia, PTS Germany etc.)
- Clusters
- Chambers of commerce and other support organisations (for example Polish Chamber of Packaging)
- Consultancies (for example PwC, Deloitte, Cap Gemini)
- Private laboratories and R&D (for example Hamilton)

Focused, integrated and international solutions targeted to bio-composite packaging value chain participants does not currently exist and therefore make a good business case for the TBPC.

## Who are possible customers?

Possible customers of TBPC include all the participants of packaging value chain, both B2B and B2C including:

- Raw material extractors/providers
- Packaging materials producers
- Design and packaging production and packaging
- Warehousing and logistics
- Distribution and Sales
- Waste Management
- Support

## THE BUSINESS – GENERAL – OPERATIONS PLAN

This chapter discusses general operational aspects of TBPC and answers questions connected to day to day operations (such as working hours), facilities and resources available and quality standards that will be employed.

## **How the business will operate: opening hours, seasonality, etc?**

TBPC as an integrated virtual network platform will have four distinct domains of operation.

1. BIOCOMPACT-CE tools, resources, training packages, reports and pilot actions results in form of documents and web based software tools – those will be available 24h/7 as a part of website.
2. Board/forum – where all interested stakeholders can login ask questions and interact. - those will be available 24h/7 as a part of website.
3. List of specific products and services available (based on the competences of all BIOCOMPACT-CE members) along with contact details (e-mail and telephone) to respective personnel responsible, that will provide more technical details about their products and services – this ‘on demand’ service (via e-mail and phone) will be available in normal office hours.
4. List of national contacts – at least one per each BIOCOMPACT-CE country - where general consultancy about sustainable paper-bioplastics solutions is available in local languages - this ‘on demand’ service (via e-mail and phone) will be available in normal office hours.

Each BIOCOMPACT-CE project partner and associated partners of the TBPC will effectively create a national contact point where potential consumers can obtain valuable general information and can be directed to other member of TBPC for specific services

## **What facilities and resources are available to the TBPC?**

TBPC member will have full access to the website, where they will be able to upload all relevant information and updates about their respective services. TBPC website will also include board/forum where interested parties can interact, network, ask for recommendations, arrange meetings, field visits, follow-ups, etc.

## **TBPC quality management?**

TBPC will have its own official procedure of interacting with interested parties. This procedure will be a part of TBPC personnel training.

In addition TBPC website will list all the quality certifications and laboratory/certification accreditations that particular TBPC members hold.

## **What suppliers will TBPC use?**

There are two types of suppliers that TBPC will require:

1. IT management – website maintenance – this will be managed by Thematic Work Package 3 leader – COBRO – Packaging Research Institute, in Warsaw, Poland
2. Experts – both internal and external. Internal experts are employees of institutions that are part of TBPC, external experts will be subcontracted to specific tasks that require expertise outside of scope of TBPC members (case by case basis).

This section demonstrates BIOCOMPACT-CE partners' understanding of the external environment they operate in and therefore shows potential and opportunities for TBPC.

### **What is the structure, size, growth projections and value chain of the sector where TBPC operates?**

This is explained in great scope in two BIOCOMPACT-CE deliverables:

1. Deliverable D.T1.1.5 – 'One integrated report on analysis of paper-plastics packaging value chains and innovation system'.
2. Deliverable D.T1.1.6 – 'Report on market and economic feasibility analysis to reach market applicability'

Those two reports will be integrated in the final version of the TBPC business and sustainability plan, which will be an annex to the Cooperation Agreement between TBPC partners (in form of a Memorandum of Understanding)

### **What support is available already on the market and how it operates?**

Similarly to the competition for TBPC, such support already exist in a fragmented form within the following organisations:

- Academia,
- R&D institutes and research centres
- Pilot scale facilities for converting operations
- Clusters
- Chambers of commerce and other trade and support organisations
- Consultancies
- Private laboratories and R&D

### **Main trade associations and potential partners for our venture**

TBPC intends to be an open cooperation network and will be open for new members.

List of potential new partners is available in BIOCOMPACT-CE Deliverable D.T1.1.3 - Database concerning regional innovation systems and their capacities

## THE BUSINESS – THE BUSINESS – VISION / MISSION /GOALS

An important consideration for any new endeavour is whether it has considered the long-term future of its business proposal. This can be translated into a vision and mission statement and can further elaborated with more specific goals.

### **Vision = Long term dream / Mission = How the vision will be achieved**

The vision of the TBPC is to support packaging industry within the frame of European circular economy thus contributing to sustainable development goals in all three pillars – environmental, social and economic.

This vision can be achieved by authentic and reliable network of experts that will promote innovation in using of biodegradable and sustainable materials and bio-composites.

To this end, TBPC will be an international virtual platform that creates strong linkages between companies and R&D Institutes, by facilitating an ever growing professional network and providing business support services.

### **Goals for the TBPC**

The following list of goals was generated by BIOCOMPACT-CE partners:

1. To enable even daily contacts between the network members – easy communication and information, knowledge sharing, virtual market place
2. To support paper-bioplastics packaging innovations through strong linkages between members
3. To create a platform that brings together cross-sectoral capacities in paper and bioplastics, linked with regional innovation systems and other networks e.g. European Enterprise Network.
4. To provide information on legal frameworks on national and EU level
5. To be identified as an authentic source of information
6. To enable easier access to laboratory and pilot actions
7. To scale facilities offered by the network
8. To provide a full package of laboratory tests (chemical and physical characterization, food contact, recyclability, biodegradability and compostability) to assess paper-bioplastics products

## THE BUSINESS – DETAILS - PRODUCTS AND SERVICES

This section of the draft business plan describes the full list of potential services that can be offered from members of TBPC along with statement of their uniqueness and benefits.

## **What specific products and services does TBPC offer?**

Services of TBPC stem directly from the services that are offered by respective BIOCOMPACT-CE partners and can be split into the following areas:

### **Consultancy – technical:**

- Consultancy concerning materials and their properties
- Scientific studies
- Technical support and processing of materials (paper, plastics, bioplastics)
- Analyses and reports on waste management
- Consultancy on LCA analysis
- Solutions for new paper/bioplastics materials
- Research projects for development of new products/packaging solutions

### **Consultancy - business support and networking:**

- Business development services
- Strategic development documents (drafting)
- Subsidy management
- Cluster management
- Partner search
- Business consultancy
- Consultancy to connect companies to other companies for creating a network (in the paper sector)
- Launching calls for proposals for different beneficiaries
- Cooperation and experience exchange

### **Consultancy – legislation:**

- consultancy on regulations, environmental and food contact compliances
- consultancy considering legislation for biodegradability and recyclability of multi-material products
- analyses and reports on waste management

### **Packaging testing:**

- Whole range of test for primary, secondary and transport packaging including physical and chemical properties and end of life solutions

- biodegradability /compostability tests certificated by TUV AUSTRIA, DIN CERTCO, recyclability by ATICELCA

#### **Material testing:**

- Polymer characterization
- Identification: chemical (IR, NMR), thermal (DSC, TGA), physical/mechanical (DMA)
- Processing: extrusion, nano-extrusion with injection moulding
- Biopolymers analysis
- Biopolymers modification for different applications
- Analytical services

#### **Education:**

- Publishing activities
- Organisation of conferences and trade exhibitions
- Lectures, presentations, publications
- Literature studies
- Theoretical education about paper and bioplastics
- Consultancy to public authorities (regional level self-government) related to EU projects
- Education in preparation of EU projects for public authorities, sector agencies and universities
- Education in preparation of EU projects for entrepreneurs

#### **Production and pilot tests:**

- Paper and paper/plastic bags
- Baking and fat/water resistant paper in roll and format
- Wrapping papers and cellophane
- Printing of all the above

Based on the analysis of all BIOCOMPACT-CE members services and activities, the following word cloud was created:



Figure 1. Word cloud of all BIOCOPACK-CE partner's services

### **What is special and unique in TBPC offering and what are the benefits?**

There are number of unique features in TBPC partners offering that create synergy effects:

- TBPC is international, no single location, contact in national language with local experts and agents
- TBPC has clear focus – sustainable biocomposite packaging solutions
- TBPC is an integrated service – a one stop solution
- Emphasis on horizontal and multidisciplinary approach with many experts
- Tailor-made approach
- Network is flexible and can grow
- Service is reachable, less time consuming and in many cases cheaper because of the synergistic approach
- Exceptional quality with knowledgeable experts with international coverage

This section explains who are the possible future customers of the TBPC.

### **To whom the TBPC will market our products and services?**

BIOCOMPACT-CE partners decided that TBPC will be targeted to the all actors of the packaging value chain. Based on the one-day workshop and value chain mapping workshops that were performed in all BIOCOMPACT-CE countries, the following actors (and hence customers) were identified:

- Raw material extractors/providers:
  - Oil/Fossil fuels extractors
  - Refineries
  - Forest owners
  - Sawmills
- Packaging materials producers:
  - Polymer producer
  - Paper mills
  - Film producers
  - Granulate producers
  - Material processing equipment producers
- Design and packaging production and packaging:
  - Designers
  - Producers (Packaging and Products)
  - Printing Office
  - Co-packers
- Warehousing and logistics:
  - Logistics centres
  - Producers
  - Transport companies
  - Warehouses
- Distribution and Sales:
  - Retailer (incl. Supermarkets)
  - Wholesaler
  - Producers (Product)

- Import / Export companies
- Waste Management:
  - Recyclers
  - Recovery organisations
  - Local and national administration
  - Producers and End Users
- Support
  - Energy providers
  - Lobbying
  - Research Institutes
  - Chambers of commerce
  - QA/QM
  - Marketing / PR
  - NGO's
  - Consumer organisations
  - Public authorities

### **Who is the final target of TBPC?**

In majority of cases the final target of the TBPC services will be the end customer, who buys packaged product. Therefore TBPC members are aware that marketing and communication activities should reflect that thoroughly.

## **THE BUSINESS – DETAILS – MARKETING AND COMMUNICATION**

This section details the marketing and communication plan of the TBPC utilising the Marketing Mix (4 P's) foundation model of marketing. This model presents set of marketing tools that the firm uses to pursue its marketing objectives in the target.

The model is presented on figure 2 and 4 P's for TBPC are presented on table 1.



Figure 2. The Marketing Mix

Product	Price	Place	Promotion
Products and services as identified in section <i>products and services</i> : <ol style="list-style-type: none"> <li>1. Consultancy – technical</li> <li>2. Consultancy – business support and networking</li> <li>3. Consultancy – legislation</li> <li>4. Packaging testing</li> <li>5. Material testing</li> <li>6. Education</li> <li>7. Production and pilot test</li> </ol>	All services are tailor made and suited to customer’s needs, therefore there is no price list – customers will receive quotations. When a customer asks for a service, TBPC consultant will inform the customer about which TBPC partner can perform the service and will liaise with respective TBPC members and ask them for quotation that will be sent to customer. Prices for TBPC customers will be competitive.	The TBPC will exist as an integrated virtual network platform that is based on an agreement between BIOCOMPACK-CE project partners and associated partners. In practical terms it will exist in the cloud as a website and online platform.	TBPC shares communication and dissemination plan with BIOCOMPACK-CE project. In addition the TBPC will exist in professional social media such as LinkedIn and will promote itself on thematic conferences and publish advertisements and articles in relevant trade journals.

Table 1. Four P’s of TBPC

## BUSINESS RISKS – ACTUAL AND POTENTIAL RISKS

Ventures are always faced with risks and it is important for them to be proactively identified (i.e. what they are, or might be, and what are the contingency plans). This section identifies the risks as actual (risks and limitations that we are aware of) and potential (risks that may arise) that can be both internal and external. These are presented on table 2.

	Actual Risks	Potential Risks
Internal	<ul style="list-style-type: none"> <li>▪ Limitations in actual knowledge on bio-composites (these materials are new, innovative and hence have not yet thoroughly researched, in addition BIOCOMPACT-CE project partners are by no means experts in all fields of science necessary to understand bio-composites completely)</li> <li>▪ Financial background and sustainability details of the TBPC is not yet final</li> <li>▪ Due to the nature of TBPC being a network, communication between TBPC and customers may be long</li> <li>▪ Internal delays and obstacles with signature of the Memorandum of Understanding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pricing strategy may not be competitive enough</li> <li>▪ Unpredicted legal problems in establishing the TBPC</li> <li>▪ Unpredicted legal problems in associating external partners to the TBPC</li> <li>▪ Partners deciding to leave the TBPC</li> </ul>
External	<ul style="list-style-type: none"> <li>▪ Lack of detailed information about competition</li> <li>▪ Difficulties in finding fitting partner members</li> <li>▪ Communication channels that TBPC will use to promote its operations may not be effective</li> </ul>	<ul style="list-style-type: none"> <li>▪ No demand for the one-stop solution – the market does not recognize the benefits of the TBPC</li> <li>▪ Threat of new entrants</li> <li>▪ Bio-composites may be no longer valid or relevant subject by the time the TBPC is established</li> <li>▪ Unpredicted market barriers</li> <li>▪ Fierce competition</li> <li>▪ Hostile lobbying groups</li> </ul>

Table 2. Actual and potential risk of TBPC

Many of those risks can be managed by adopting appropriate measures and strategies during the development stage of the TBPC. Table below shows possible methods and plans on how to tackle, limit and prepare for those risks.

	<b>Actual Risks -&gt; Solution</b>	<b>Potential Risks -&gt; Solution</b>
<b>Internal</b>	<ul style="list-style-type: none"> <li>▪ Limitations of knowledge -&gt; <b>invite more partners to the TBPC</b></li> <li>▪ TBPC final shape not ready -&gt; <b>work on Memorandum of Understanding ahead of schedule</b></li> <li>▪ Possible long service times -&gt; <b>set up a procedure of communication between TBPC partners</b></li> <li>▪ Internal delays and obstacles -&gt; <b>WPT3 leader will subcontract legal counsel to help with agreement</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Not be competitive enough -&gt; <b>consider value driven prices, get feedback and communicate with customers</b></li> <li>▪ Unpredicted legal problems -&gt; <b>Make the MoU as transparent and legally non-binding as possible</b></li> <li>▪ Unpredicted legal problems in associating external partners -&gt; <b>Help from subcontracted legal counsel</b></li> <li>▪ Partners leaving TBPC -&gt; <b>make provisions for it in the MoU</b></li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>▪ Lack of information about competition -&gt; <b>make full competition analysis before the official start of TBPC</b></li> <li>▪ Difficulties in finding partners -&gt; <b>Communication and dissemination activities</b></li> <li>▪ Communication channels ineffective -&gt; <b>Review BIOCOMPACT-CE communication plan with regards to the TBPC</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ No demand -&gt; <b>try to promote on different channels</b></li> <li>▪ Threat of new entrants -&gt; <b>limit competition by asking it to join the network</b></li> <li>▪ Bio-composites may be no longer valid -&gt; <b>still use the network for other activities connected to packaging</b></li> <li>▪ Unpredicted market barriers -&gt; <b>constantly monitor the market</b></li> <li>▪ Fierce competition -&gt; <b>limit competition by asking it to join the network</b></li> <li>▪ Hostile lobbying groups -&gt; <b>be transparent, use science to explain agenda</b></li> </ul>

Table 3. Solutions to the actual and potential risk of TBPC

## BUSINESS RISKS – SWOT

SWOT analysis is a strategic planning technique used to help a identify internal strengths and weaknesses and external opportunities, and threats related to businesses. The name SWOT is an acronym for the four elements that are observed with this technique:

- Strengths: characteristics of the business that give it an advantage over others.
- Weaknesses: characteristics of the business that place the business at a disadvantage relative to others.
- Opportunities: elements in the environment that the business could exploit to its advantage.
- Threats: elements in the environment that could cause trouble for the business.

SWOT can be plotted on a table. SWOT for TBPC is presented below.

	Positive	Negative
Internal	<p><b>Strengths:</b></p> <ol style="list-style-type: none"> <li>1. Network is flexible</li> <li>2. Network is accessible</li> <li>3. Network is open</li> <li>4. International scope</li> <li>5. Multidisciplinary approach</li> <li>6. Integrated service</li> <li>7. Great quality of renowned experts in their fields</li> <li>8. Good connections with governments, agencies, academia and business support organisations</li> </ol>	<p><b>Weaknesses:</b></p> <ol style="list-style-type: none"> <li>1. Biocomposite packaging is a new field – knowledge is still limited</li> <li>2. Possible longer service times due to size of the network</li> <li>3. Lack of information about competition</li> <li>4. Being part of a network is a new experience for many BIOCOMPACT-CE project partners</li> <li>5. TBPC will be a new entity, not recognized by the market at its inception</li> </ol>
External	<p><b>Opportunities:</b></p> <ol style="list-style-type: none"> <li>1. A sustainable development policy for the plastics industry</li> <li>2. Circular economy policy</li> <li>3. Need for packaging industry to innovate</li> <li>4. Changing customer trends towards more sustainable lifestyle</li> <li>5. EU funding available for sustainable packaging innovation</li> <li>6. Technology availability</li> </ol>	<p><b>Threats:</b></p> <ol style="list-style-type: none"> <li>1. Demand for TBPC services will be small</li> <li>2. Quick changing landscape of what is considered to be sustainable</li> <li>3. Cost awareness and cost avoidance trends of the packaging industry</li> <li>4. Hostile lobbying groups – especially from plastics industry</li> </ol>

Table 4. SWOT analysis for the TBPC

Based on the strategic SWOT analysis the following lists of possible strategic objectives and priorities were devised taking into account the pairings of SWOT elements.

STRENGTH / OPPORTUNITIES STRATEGIES	WEAKNESS/ OPPORTUNITIES
<p><b><u>Leverage strengths to maximize opportunities</u></b></p> <ol style="list-style-type: none"> <li>1. Promote investment in innovation</li> <li>2. Communicate policy changes</li> <li>3. Show linkages between sustainability and profitability</li> </ol>	<p><b><u>Counter weaknesses through exploiting opportunities</u></b></p> <ol style="list-style-type: none"> <li>1. Express willingness to cooperate and grow with the industry</li> <li>2. Promote the service as new and innovative</li> </ol>
STRENGTH /THREATS	WEAKNESS/THREATS
<p><b><u>Leverage strengths to minimize threats</u></b></p> <ol style="list-style-type: none"> <li>1. Seek synergies and be able to offer competitive service</li> <li>2. Stay on top of current sustainability trends and needs</li> </ol>	<p><b><u>Counter weaknesses and threats</u></b></p> <ol style="list-style-type: none"> <li>1. Offer cooperation and membership opportunities to customers and possible competition</li> </ol>

Table 5. Strategic SWOT objectives for the TBPC

## LEGAL STATUS

The legal status of the TBPC is still under development. Throughout BIOCOMPACK-CE SC and supplementary meetings in the 3rd reporting period it was decided that cooperation agreement will have a form of a Memorandum of Understanding with attached organizational and operational model of TBPC as a business plan. Thematic Work Package leader is currently working on finalizing the text of the MoU.

The MoU will be sent for consultations to all project partners legal departments and signed by the end of the 4th Reporting Period.

The discussion about legal status and wording of Memorandum of Understanding showed the following areas to be of special interest to BIOCOMPACK-CE members:

- Subcontracting
- Responsibilities
- Cost splitting
- Accreditation
- Overlapping of services
- Rules of conduct (voting)
- Rules of accepting new members

In order to make sure that they are addressed in the wording of the MoU, BIOCOMPACK-CE partners were asked to answer the following questions:

- What is the general goal of the TBPC?
- What is the specific goal of the TBPC?
- What is the benefit of TBPC? (for you and for other stakeholders)
- How I envision TBPC to be working in the future? (for example: inclusion of new members to the TBPC)
- What is our offer? (in here - please insert your products and services that you would like to offer as a part of the TBPC)
- What is ABSOLUTELY off the table in our agreement?

The questionnaire is still pending, to be closed and analysed by the end of 2018.

## FINANCIAL PLAN AND SUSTAINABILITY

During one-day workshop on preparing and organisational and operational model for the TBPC in Split, Croatia, BIOCOMPACK-CE members expressed great interest in the sustainability of the platform.

Due to the fact that establishing the TBPC is one of the final outcomes of the BIOCOMPACK-CE project, there were no provisions and budgets planned for actual operations when TBPC begins its official life as cooperation network based on the Memorandum of Understanding.

The following costs regarding TBPC future operations were identified:

- Costs of maintaining and updating the TBPC platform and website
- Costs of personnel involved in TBPC operations and support in each BIOCOMPACK-CE project partner

Because of legal considerations of BIOCOMPACK-CE partners with various management structures it was decided that in order for TBPC to operate smoothly, there should be no costs sharing between the TBPC members.

BIOCOMPACK-CE partners decided and agreed that the costs of platform maintenance will be the responsibility for Thematic Work Package Three leader (COBRO, Warsaw, Poland) for the first 5 years of TBPC existence.

Costs of personnel that will invest their time for TBPC will be reflected in the costs of services offered.

It is expected that the revenues from TBPC service sales will have a synergistic effect and therefore the extra work required to maintain the TBPC platform will be economically beneficial and feasible for all project partners.

## CONCLUSION AND NEXT STEPS

This draft business and sustainability plan was prepared by all BIOCOMPACK-CE partners during one-day workshop in Split, Croatia. The next step for the Thematic Work Package 3 is to discuss, review and refine this business and sustainability plan and include it as an annex for cooperation agreement for both BIOCOMPACK-CE members and other external members that are willing to be a part of TBPC. This task will be finalised by the end of the 4<sup>th</sup> reporting period of the BIOCOMPACK-CE project.