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Project full title: **Going on line: my social Life**

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D7.3 Exploitation Plans

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Abstract

This report on Exploitation Plan, Individual and/or Joint works further on the Business Models report submitted earlier in Mar 2012 as part of Deliverable 7.2. The exploitation plans talks about plans of individual partners on use of Go-myLife in their future endeavours. Where a partner has decided to launch Go-myLife service, it details out the exploitation plans and issues related to launching such service.

Keywords

IP, Exploitation Plan, Affero GPL, affiliate marketing, source code, NewMarket, Go-myLife2, hosting, investment, market size, target market

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1 Executive Summary

Go-myLife is a unique project, as it demanded actual actionable outcomes that can withstand the test of the market. The exploitation plans were aimed at investigating these opportunities and ask upon consortium partners to lay down their position, either jointly or individually. While several partners chose to apply the learning's from this project for future endeavors, others chose to wait for the results of the pilot testing phase, in order to fully detail their plans. A key element of the exploitation plan discussion has been the issue of ownership and future rights to foreground and background. This documents talks about the discussions over these rights and the position of partners over their rights. It also confirms the agreement between partners over the ownership of source code and the commercial arrangements, arrived during the last two general assembly meetings.

This report starts with giving a background of all possible business models that were discussed in Deliverable D7.2. In Chapter 3, market driven requirements have been discussed and an overview of how Go-myLife fares against them. Chapter 4 gives the detail of partner position and what they intend to do with their learning's and contribution from Go-myLife. Chapter 5 goes deeper into the sole exploitation plan proposed by IS Communications. Summarizing some of the present and future issues regarding Go-myLife IP and business plans is Chapter 6.

2 Background and DoW objectives

2.1 *Building further from the business model*

The aim of the business models presented in Deliverable D7.2 of Work Package 7 was to study all available options that can be exploited for Go-myLife. A summary of all those products and services that were considered for exploitation, are listed here –

- Advertising and affiliate marketing

It includes services such as promotional local display and search listings, promoted news feeds, sponsored events. Those advertising could be local agencies, financial institutions, care agencies, healthcare providers or any other commercial organisations such as holiday providers who cater to the older population segment.

- Developers fees for providing them API's to the Go-myLife platform

As Go-myLife grows, it would become an important part of the social and commerce ecosystem of Internet. Beyond a point, it would be better to allow developers to build their own services on top of the platform. Go-myLife will extend consumable API's to these developers or businesses and in return charge for the traffic originating from their end-users. In case a developer requires custom API's, Go-myLife will also charge for building those.

- Source-code licensing

The platform has been built with the idea of open source and it would be made available to other developers who want to build a similar service. The source code ownership will

remain with Go-myLife but developers would be free to use it. However, any change or modification will have to be resubmitted back to Go-myLife.

- Implementation of skinned Go-myLife for organisations

For those organisations that want a fully implemented version of Go-myLife for their internal use, Go-myLife can be implemented for a cost. It would be similar to a product implementation involving the entire scope of configuration, implementation and management.

- Provide customized and anonymous views to the user database and charge for those reports

Over a period of time, Go-myLife would collect enormous amount of data that concerns user habits and their preferences. While abiding with privacy laws and requirements of end-users, Go-myLife will aim to sell aggregated and anonymous datasets to other carefully selected organisations. Go-myLife will also charge for the dashboards that it will provide to those organisations who are using the platform for advertising and affiliate marketing.

- E-commerce – complete catalogue to sell products from third parties – insurance, gifts, holidays, goods etc.

Beyond serving the social needs of end-users, Go-myLife will also useful third-party products or even source these products to finally list them on an internal marketplace. This will provide exclusive access to older people to see and buy these products from the Go-myLife marketplace. Products could be anything from holidays, financial services to real and digital goods, and gifts.

2.2 DoW objectives and Consortium agreement

In order to fully exploit Go-myLife by partners or the entire consortium it is also important to align any future activity with the objectives stated in the Description of Work and the general consensus put in the consortium agreement. From an exploitation perspective, the DoW states that –

“The exploitation activities will analyse and show how the final project outcomes can be employed in a way that they are beneficial to the consortium partners and other market players that may have a role in providing the resulting solution. This includes the analysis of the expected social impact and economic benefits of the solution taking the competing practices and services into account. This will directly feed into a study of possible business models for the products and services that are considered exploitable. Moreover, we will identify all potential target markets, alliances and business partners, and study the ways and channels that drive us to them. The resulting system should harmonize the goals and the economic and/or social compensation of all involved parties. These activities will allow each project partner to take a stand and consequently forge their own individual exploitation plans. We will also define a possible joint path to exploit the results of the project.

It's foreseen that at the end of the project, the solution will have been developed and tested and the project partners will have taken a stand based on the identified roles, as

well as other necessary market players that haven't been involved in the project. When this happens, we can start a commercial implementation."

As partners explore commercial exploitable outcomes of Go-myLife, issues such as IPR and share of any monetary benefits were discussed at length, at the General Assembly in Barcelona on Mar 2012, in Warsaw on July 2012 and in London on Dec 2012. References cited from the consortium agreement show that sharing of foreground and background rights is allowed, based on the source of contribution and who develops them. However, it grants full rights to any partner, who wants to use the foreground for any commercial activity.

It was also agreed in the General Assembly in Barcelona in March 2012 that the source code would be made open source under the Affero General Public License (AGPL v3) licence. It makes all the consortium partners as owners of the source code and future discussion on pricing and availability has to be agreed between all the consortium partners. The terms of the license governing Go-myLife and its core social engine, LibreGeoSocial has been explained in more detail in section 5 further below.

3 Market-driven requirements

3.1 Target Market

To start with, Go-myLife is targeting a broad spectrum of the senior market. On a high level it includes all the 60+ people across Europe however, one of the key principle guiding the business model of Go-myLife is the well-off and active older people. Go-myLife also recognizes the influencing and connecting role of organisations such as old age groups, local organisations, care agencies, developers, device makers and commercial organisations in connecting to these older people. Different partners have their own expectations and as partners build their own exploitable scenarios they have narrowed down the target market to specific areas and age groups. For example, IS Communications is looking to work with local organisations in UK and gain a critical mass of a few thousand users in order to break even. On the other hand, SSW wants to licence Go-myLife to large organisations in Poland and reach out to end-users through them.

3.2 Stakeholder interests

Throughout the Go-myLife project, the consortium engaged in several discussions with local organisations, institutes and potential investors with an eye on future exploitability of Go-myLife. This effort was beyond the dissemination requirement as Go-myLife Business Models and estimated funding was discussed at length. Organisations that consortium partners approached and presented Go-myLife included

- Advisory Organisations such as Ovum
- Private Equity/Venture Capital firms at events such as Healthstartup.eu
- Institutes such as Age UK, University of the Third Age, and local organisations in UK, Poland and Austria

- Product companies such as Microsoft, Siemens, Philips,
- Potential partners such as Telegraph Media group, Somo Mobile

A lot of understanding from these discussions has been put to shape up the exploitation plan for Go-myLife. As discussed later, the exploitation plan prepared by IS Communications, draws from these discussions and resources to present an exploitation plan that is not just market facing but also attractive to potential investors and customers.

3.2.1 Voice of the investor

Based on discussions with potential investors, we could identify the following qualifying requirements that they want, before committing any funds

- Clear market targeting and vision of the product or service, which means very focused approach for the next one year of launching the company
- A demonstration of growth. This can be shown in terms of user growth, number of times that a user visits the service, or simply revenue numbers
- Lean teams with no additional or unnecessary overheads
- Capability to deliver results within a short time or put simply, adept to market changes without heavy cost burdens.
- Good understanding of the service and product and ability to relate with customer requirements
- Firmly differentiate against similar products in the market

3.2.2 Voice of end-user/customer/partner

End-users, Customers and partners have been the most important element of Go-myLife's development. The two sources of information and research for these stakeholders were end-user testing groups and local organisations. Based on discussions with them, the following requirements were capture that became important for Go-myLife exploitation plan.

- Customers need a platform that can help them in engaging with their end-users without impinging on their privacy
- Partners need a platform that can extend products and services and bring meaningful customers
- End-users need a platform that adds value in their daily life. It should not only help them in finding new activities but also add value by keeping them engaged with others in their social circle through these activities.
- It should keep them connected with their friends and family.
- Help them find something new that could keep them involved and help them enrich their life

Hence the need is for point solutions on both sides of the coin i.e. something, which can connect the right set of end-users with the right kind of organisation.

4 Project and Partner discussions and exploitable outcomes

4.1 Background

As soon as the first prototype of Go-myLife was delivered in Oct 2011, Go-myLife partners have been engaged in discussing and exploring exploitable outcomes. While the dissemination activities were going on, partners were also discussing with other commercial organizations, specifically in Austria, Poland and UK to identify any opportunities where Go-myLife would be deployed. One of the key outcomes of these discussions was the need to show user feedback and demo the entire platform. What came handy were the end-user pilot feedback and their experience that could be cited with these third parties. Throughout the last year, partners were exploring opportunities however, as we approached the end of 2012, except for Polish and UK partners, other partners saw learning experiences that could be seeded into future opportunities. We detail here all these exploitable or non-exploitable scenarios and individual exploitation plan from IS Communications.

4.2 Outcomes

4.2.1 Scenario I – Partners choosing to use Go-myLife in future opportunities

Four out of seven Go-myLife partners have indicated their preference to not to commit to any imminent opportunity. However, they do want to use the learning and the Go-myLife foreground for any future opportunity or seed these in to some consulting engagement. The partner expectations, their role and future plans using Go-myLife have been detailed here.

1. Andago

Andago is a global company that offers innovation, solutions and services related to Information Technology, with presence in Spain, Europe and America. Andago has become one of the leading companies in the use of open source software, for which he has committed since it's founding in 1995.

Andago has led an active R&D and technological innovation since its inception, consisting of the search, definition and development of technological solutions and innovative projects that allows its customers to position themselves at the forefront of their possibilities.

Andago's Contribution

Andago participates in projects like Go-myLife with the aim of

- Integration of specialized solutions in public administrations
- Innovation in R&D
- Use of Open Source technologies as an engine of innovation
- Dedication to unique projects

- Definition and development of both functional and technological solutions
- Collaboration on R&D and clients projects through consortiums and enterprise networks

Opportunity for Andago

With the participation in Go-myLife, Andago reinforces these axes, as Go-myLife is a strategic project for Andago both from the standpoint of innovation and technology development, such as collaboration with the network of companies and technology included in the consortium.

The lines of R&D that Andago keeps open in terms of technology are:

- Architecture and service-oriented infrastructure,
- Semantic technologies and intelligent content,
- Web 2.0 and social networking
- Ubiquitous and Sensor Networks
- Mobility and location-based services.

Concerning the applied research, Andago has as ultimate purpose the development of innovative products and services resulting from the application of technological competence within their areas of action: Health, eGovernment, Tourism and Environment.

Andago provides a comprehensive service with high added value based on professional experience and solutions acquired through the participation in relevant projects and alliances with leading companies in its business areas. Depending on the needs, Andago provides:

- Implementation Projects: Setup Projects for those entities wishing custom and tailored solutions.
- Subscription Services: Andago provides software as a Service for smaller entities that want to enjoy the benefits of tools and services of large ones. A significant efficiency improvement in daily activity to establish a systematic working method, while there is an increase in productivity.

In the catalogue of platforms and eHealth services, Andago offers a new model of health based on the concept of "Health Assistant", which provides health services and prevention for citizens/patients through different channels such as Internet or mobile.

Andago has an active eHealth business line with some products on the market:

- OHA, *Open Health Assistant Platform*, a mobile health platform to integrate health services, enabling the creation of various kinds of eHealth solutions, tailored to both care providers and the patients themselves. Andago's health solution supports the entire healthcare process in a ubiquitous, accessible, and cost effective manner that goes beyond the capabilities of current platforms. In conformity with Continua Design Guidelines (a set of standards to guarantee the interoperability), Andago's health solution implements an end-to-end, interoperable architecture that enables Andago to act as an orchestrator of mobile

health ecosystems and thus deliver a global offering to the market. This platform support services in 3 categories:

- a) Aging Independently: Supporting independent living for the aging through interoperable sensors, devices and networks that increase and improve communications between elderly and their care providers or families.
 - b) Health & Wellness: Enabling more active, healthier lifestyles, through a more efficient exchange of personal health information between the individuals and their fitness trainer/coach—or as part of a wellness program.
 - c) Disease Management: Through a more efficient exchange of personal health information between people with chronic conditions and their care teams and family members.
- Over OHA, Andago has created and launched *Carefy*. Carefy is an application tailored to the self-management of the health and wellbeing through personalized and customizable templates that helps the user to identify the goals and challenges in order to promote the overall health. Carefy allows the user to track his/her progress over time, set up reminders and connect with other within the community.

Andago's Plans

The Ambient Assisted Living is a key market for Andago. It has participated in several projects in this topic in the last years to acquire the enough knowledge and technology to incorporate to its solutions. Go-myLife becomes a key tool for developing solutions in the Health and Wellbeing sector for elderly focused on their socialization and participation in the actual society and allows the combination between the eHealth and Tourism areas where Andago hopes to have a product at the end of 2012.

Andago has different strategies related to Go-myLife outputs:

- Commercialise Go-myLife (individually or in a joint venture) as a separate product.
- Incorporate the knowledge gained in this project to their own products to create new solutions or customize the existing ones to the elderly's needs.

However, the company has recently ceased its operations due to which, its role in the shared ownership of the foreground and its future exploitation plans remain unavailable as well as uncertain.

2. Atos

As a global system integrator with a strong presence across Europe, Atos actively participates in European Commission projects to provide its technology and project management expertise.

Atos Contribution

In return for working with Go-myLife, the company expects to enhance its own domain and technology understanding by reusing some of the concepts during projects like these. With Go-myLife Atos expects that

- It can integrate Go-myLife knowledge and design into existing products
- Reuse some components such as project management for consulting services and training
- Use of Go-myLife knowledge for participating in new R&D projects in the same theme

Opportunity for Atos

Atos has identified that certain knowledge gained in Go-myLife could be applied to existing Atos solutions to enhance them. A clear example of this is the experience gained working with people aged 50plus. Through designing, building and troubleshooting a system for the elderly, a number of requirements above and beyond the usual computer user have been identified. Software skills and knowledge can easily be transferred to other projects and prototypes, which Atos is working on within the R&D department. In addition certain aspects of Go-myLife design can be built in new projects irrespective of the context of people aged 50plus.

Atos Plans

Within the participation in the Go-myLife project, Atos will increase the business and technical know-how and expertise about OSN technologies for people aged 50plus. Atos can use this technical know-how for training clients about this theme or developing new products for our clients.

3. ZSI

The Centre for Social Innovation (ZSI) applies research, education and consulting to fill in the gaps between social needs and potentials in the knowledge based society of present time. The unit “Technology and Knowledge (T&W)” conducts scientific research on social conditions and results of the practical use of technology.

ZSI Contribution

In order to create an innovative product that is user-friendly and achieves the acceptance of older people, the development of the Go-myLife platform was challenged by following components:

- **Elicitation of the user requirements:** older people who have less experience with new technology cannot specify the functionalities they need. Thus, non-traditional research methods are required. “Participatory user-involvement” is a new field of research methods and some methods are still in the trial stage. In

employing these methods, ZSI made valuable experiences which will be disseminated via lectures, tutorials, training courses and used in upcoming projects.

- **Communication with end-users:** a) it is essential that the researchers involved in the project are aware of effective methods for interacting with older people. ZSI developed a training methodology that will be disseminated via lectures, tutorials, training courses and used in upcoming projects.
- **Transfer of the user needs into technical functionalities:** “translating” the user needs and requirements, gained from the social research activities into technical terms is another challenge where any supportive literature can be found by now. In developing and implementing a “transfer” methodology, ZSI made valuable experiences, which will be disseminated via lectures, tutorials, training courses and used in upcoming projects.

Opportunity for ZSI

ZSI is and will be in future involved in a number of projects in the field of ICT and ageing society. The LLP project “PEER – Dare to be wise!” that aims to adapt a set of open source tools for the use on 50plus platforms, is one example among others. Hence, ZSI is eager to get access of Go-myLife source code (together with the system requirements and installation manual) for potential utilizations in other projects.

ZSI Plans

Summing up, ZSI will utilize the above-mentioned “social” lessons learnt in upcoming projects; for the Go-myLife platform itself, no direct exploitation is envisaged for the moment. However, ZSI is and will be in future strongly involved in projects in the field of ICT and older people. Thus, ZSI plans to keep the platform on its server.

4. 451 Group

The 451 Group focuses on the business of enterprise IT innovation providing critical and timely insight into the market and competitive dynamics of innovation in emerging technology segments. The 451 Group participates in various EU research projects such as OPTIMIS, BonFIRE and Next Generation Computing and provides market-leading insights around adoption and evolution of technologies. The 451 Group covers, among others, infrastructure computing (e.g. cloud computing) mobile and social networking applications, tools and technologies, enterprise software and IT security, and related business strategies and models, use cases, etc. The 451 Group has experience in business modelling, exploitation and dissemination activities in European projects.

The 451 Group got involved in the Go-myLife project with the aim of providing its market insight and research expertise in the field of mobile technologies. In return, The 451 Group expected to broaden its expertise in the area of social technologies and implementation of the same for a well-defined use-case.

451 Group Contribution

Being a market research-led technology analyst organisation, 451 Group brings its understanding of best practices and the competitive environment in the market. This helped the project in fine-tuning its technology approach and business models. 451 Group helped in seeding some of the important market-oriented concepts into the platform and the business model. 451 Group's relationship with major technology vendors and financial institutions was also helpful in providing Go-myLife an audience to present its capabilities.

Opportunity for 451 Group

Being an action-led research project, 451 Group experienced first hand, from the entire development and rollout of technologies in the market. This would otherwise not have been possible, owing to the nature of 451 Group's primary business activity. The opportunity to participate in the entire product and service development, gives a real sense of the challenges associated with seeding technologies and ramping them up. Hence, 451 Group derives, not just the understanding of technologies like HTML5 but also gets the entire solution approach of building a platform.

451 Group Plans

451 Group will put to use understanding from such projects for similar initiatives across government and enterprises. With this project, 451 Group was able to derive the impact of mobile and social technologies on end-user requirements especially in the older age category. Being a strong partner of similar European Commission research and consulting projects, we anticipate our implementation of learning from Go-myLife will not only help in delivering more efficient output but also in a quicker way.

4.2.2 Scenario II – Open-ended Joint Exploitation Plans

Two of the seven partners expressed interest in exploiting Go-myLife, however, they wish to wait till the final outcomes of the Go-myLife end-user pilots are not complete. Both these organisations are interested in one or the other business model options of Go-myLife however, they want to do a joint exploitation, perhaps with other Go-myLife consortium partners. Their plans have been detailed here

1. ICCS

The Institute of Communication and Computer Systems (ICCS) is a research organisation associated with the School of Electrical and Computer Engineering (SECE) of the National Technical University of Athens (NTUA). ICCS has been established in 1989 by the Ministry of Education with the scope to conduct research and development activity in the fields of all diverse aspects of telecommunication and computer systems and techniques, and their implementation in a variety of application domains. Moreover, the Institute operates within the framework of the most prestigious higher education establishment of Greece, and therefore, the research and development activities that are conducted in ICCS are also reflected to the level of training and education offered by

ICCS's staff members to the graduate and post-graduate students of SECE. Under this dual substance, ICCS focuses its efforts in advanced research allowing for (a) enhanced and up-to-date training and education experience offered to its students and (b) enhanced exploitation potentials of the high-tech products and services produced within the Institute, in the private and public sector and (c) enhanced potentials of attracting funding from national and international research programmes, initiatives and collaborations.

ICCS Contribution

In the Go-myLife project, ICCS participates through the Biomedical Engineering Laboratory (BEL). BEL is a pioneering lab in the wider area of biomedical engineering in Greece, with research activities and interests covering many topics that are in the peak of up-to-date advanced biomedical research worldwide. The main activities of the laboratory cover sectors that are related to basic and applied research in specialised subjects of biomedical technology, such as Medical Data Management Systems, Bio-signal Processing and Medical Image Processing, Medical Informatics, Telemedicine and Home Care, Biosensors and Biometric technologies, etc. whereas in the recent years it has also engaged in research topics related to the well being, healthy and active ageing of the older people. The laboratory focuses its efforts in the development of final products or system prototypes, as well as in the provision of high quality e-Health consultancy services to the health care sector.

The target audience of the lab comprises of its students and collaborates. With students, the lab has an open channel of communication at a daily basis and in the classroom. There, the advanced technology and research performed by the lab is communicated to the students which respond with increased interest toward the labs' research activities as manifested by the large numbers of diploma theses, MSc theses and PhD dissertations that are conducted yearly in the lab, as well as the large number of scientific publications in peer-reviewed journals and conference proceedings. The lab invests on its students, part of which will staff the relevant organisations that the lab is working with, after they graduate (such as health provision organisations, social services, welfare organisations, other research centres and university labs, national committees for Health and Social Services etc.). Therefore, the students of the lab comprise a key group for the lab's future development.

The other collaborates of the lab come from different, complementary and interrelated fields and business domains, all of which contribute and shape the complex and sophisticated environment of "biomedical technology". In terms of organisation types (national, European and international), these include other Research Centres and University Laboratories, Health Providers, Clinics and Hospitals, the National Health System and the Ministry of Health and Welfare, Scientific Committees and Associations, the National Health Insurance Funds, smaller and bigger Enterprises doing business in the IT sector, Telecommunications sector, Medical Devices sector, Medical Informatics and Healthcare Applications' sector, etc. The lab has a long list of high-level collaborators that has built-up over time, through the research projects and other activities that the lab is carrying out continuously from its foundation to present and keeps contact

with them, mostly in e-form but also at workshops, forums, conferences and other events of interest to all parties.

Opportunity for ICCS

In the above context, it is obvious that BEL has a strong interest in the Go-myLife concept, the research and development work associated to building-up the system, and in the project outcomes and results – as they have been assessed by the pilot group that has been set-up to test and validate the system in the two project pilot sites in UK and Poland.

There are two levels of project results that are exploitable by ICCS: (a) The Go-myLife platform prototype that has been produced, and (b) the Go-myLife experience that has been gained through its implementation.

The Go-myLife system has been designed and implemented in order to efficiently cope with its end-user's needs. Therefore, the resulting service is tailored to the specific requirements and communication needs of older people in their interaction with social networks. As such, the Go-myLife platform as a whole could be promoted to competent private or public organisations in Greece, which are offering services to the specific target group addressed. Candidate organisations for such promotional activity include other established social networks, telecommunication providers, the social welfare system etc. Of course, the public sector is always more difficult to access and provide products and services to, mainly because of the low flexibility in decision making and the bureaucracy involved, therefore the private sector holds better promises for a potential market exploitation of the system.

ICCS Plans

Provided that at the end of the pilot evaluation the system proves itself in terms of user acceptance and usefulness, ICCS in agreement with the other co-owners of the Go-myLife platform, could consider participating in a joint commercial activity, using its own channels for promotion and marketing in Greece, since this type of activity is among the interests of the institute. In such a case, a concrete business plan addressing the exact sales' and pricing policy (e.g. licensing agreements, costing etc.) to be adopted by the company should be elaborated and put into force by the interested parties.

Apart from the strategic option of marketing the service as described above, BEL of ICCS will certainly exploit the project results that relate to the experience and know-how that the lab has gained by being part of the design and implementation of the system in the framework of the project. The scientific and technological excellence of BEL and ICCS that has been gained through its participation in Go-myLife as well as in other projects in the AAL-domain is strengthening the Institute's position in the "research market", enhancing its competitive advantages and making it a good candidate participant for future R&D programmes, initiatives and collaborations which are regularly launched by national and international research funding organisations (the European Commission, the AAL Association etc.). Since the Institute's financial resources come from this type of activity at a rate of more than 95%, it is obvious that this type of exploitation of the project results is of vital importance for the institute.

As already described above, the vast majority of the Institute's financial resources come from its participation in national and international research and technological development projects and other research funding initiatives. It is obvious therefore, that the participation of ICCS in future R&D projects is of vital importance for the institute. The experience that has been gained from the intense research work that is being conducted in the lab in its fields of interest, is strengthening its position in the European research domain, and will be used extensively in the direction of enhancing its funding opportunities. A significant part of the research work of the lab is directly associated to the application domain of Go-myLife, and the lab will build on the experience gained from this project to further advance its scientific and technological excellence in the field. Mobile applications, context aware systems and services, advanced computational technologies for the development of services for the older people in the framework of the Healthy and Active Ageing priority of the EC are hot research topics of the lab, with wide application potentials in different Health Care and Social Services scenarios. AAL technologies in the support of the older population, become more and more important towards the achievement of Europe's strategic plan for personalised and cost efficient provision of high quality health and social services to the citizens, as this is demonstrated by the relevant EU directives and funding initiatives launched. In this direction, Go-myLife experience and achieved results will most certainly enhance ICCS's competitive advantages and funding opportunities in the immediate future.

Following the analysis of the project's exploitable results in conjunction with the specific activities and interests of BEL/ICCS as provided in the previous sections, the exploitation strategy of the lab and the Institute can be summarised as follows:

- Market exploitation of the Go-myLife platform as it stands, for social networking and communication among older users
- Market exploitation of the Go-myLife platform in the wider market of healthcare providers offering additional services of social nature to older people,
- Exploitation of the scientific and technological excellence of the lab, for advanced education and training services offered to the students, attracting their interest and advancing the research groups active in the lab, with young researchers doing graduate and post-graduate research theses, publications, etc.,
- Exploitation of the scientific and technological excellence of the lab, to enhance funding opportunities from national, European and international research funding organisations and initiatives and from the participation of the lab in future R&D projects,
- Exploitation of the scientific and technological excellence of the lab, to enhance collaborations with other public organisations and industrial partners aiming to advance and progress the levels of research excellence and the further development of the lab's products and prototypes,
- Exploitation of the scientific and technological excellence of the lab, to enhance collaborations with national authorities and decision makers and provide them with consultation services,

Following the pilot assessment of the Go-myLife platform by the user group participating in the project, and following the elaboration of the project's business plan, ICCS might also consider the market exploitation of the platform, by participating in a commercial venture as it could be jointly agreed with the other consortium members or those of them interested in this type of activity.

2. Knowledge Society Association (SSW)

SSW is a young think tank, which was set up in 2006. The main goal of the association is improving quality of people's life by bridging the digital divide. By bringing computers, Internet and other technologically advanced devices into people's homes SSW wants to make them take part in society life and go back to a professional environment.

SSW Contribution

Within the project Association was responsible for testing the new technology among users over the age of 55. In total, we conducted two phases of tests - from November 2011 to February 2012 and from August to October 2012. The tests involved respectively 22 and 15 people. The Association also undertook some actions to determine the socio-economic impact of the project.

Opportunity for SSW

During the tests, we have established strong relationships with the research participants and learned to read their comments and guidance in order to redesign and improve the Go-myLife platform for smartphones. We got to know better elderly users' limitations of touch, sight and perception of new technologies. We have analysed in detail, which contents are of their interest and which are not, what is their model of action in social networks and how they perceive this type of activity.

We hope that the time spent on Go-myLife project and dedicated to its users will be fruitful in further research projects of our Association, especially, projects considering new technologies and respecting in particular prevention of the digital divide of elderly people. In addition, we plan to use the experience gained in Go-myLife and the IT equipment to implement trainings on the use of smartphones for groups of seniors from smaller cities in Poland.

SSW Plans

SSW intends to rollout Go-myLife in Poland but it wants to do so as a licensee of the Go-myLife UK company, the unit headed by IS Communications. It has been explained in detail in Sceario III. It will rely on a shared infrastructure and resource base but roll out services that are localized and unique to local requirements. The platform itself and the

experience gained may be used in future projects of the Association dedicated to digital divide.

In addition, one of the options is to start, after increasing the base of people trained in the use of smartphones, a business activity on the social network within the Go-myLife platform. Such a business could get support from European Union Structural Funds assigned to launching start-ups. Operational Programme Innovative Economy will have open calls for proposals for new enterprises for ebusiness start-ups.

SSW is open to join new venture in which we could take responsibility for sales, trainings and marketing. Local company should apply for grants from structural funds for ebusiness start-ups to get subsidy to lower costs for entry to the market with new innovative service.

4.2.3 Scenario III – Individual exploitation using Go-myLife

Only one partner came out with a detailed plan to exploit Go-myLife. It has been put in a separation section further below in this document. As they are in fledgling stage, they remain dependent on other consortium partners for the upkeep of critical software infrastructure. Recent closure of Andago has had a setback on the future plans of Go-myLife exploitation plan and forced the requirement on other partners to provide backup and emergency support in order to allow continuation of Go-myLife's activities.

1. IS Communications

IS Communications is a company that specialises in developing and implementing socially inclusive, area-based ICT strategies. It has extensive experience of such initiatives in the UK and Europe and offers expertise in planning, developing and sustaining Information Society strategies and projects. Its approach is a people-centred one. It works with local people, businesses and organisations to identify how technology can support their needs and aspirations and then involves them in every stage of implementation.

IS Communications offers strategic advice, project design and management, evaluation and research in:

- Local ICT strategies and projects
- Building social capital and social inclusion through the use of ICT
- Scoping out and implementing local broadband neighbourhoods.
- Regeneration and new technologies
- E-democracy

It also advises and supports local authorities in the implementation of eGovernment initiatives.

IS Communications has been involved in a number of projects to support access to the online world. For instance it managed the setting up of the Wired up Communities initiative in the city of Blackburn, where 2,500 residents were provided with PCs and a

comprehensive training and support package, along with a rich interactive community web site. It also ran a wireless broadband pilot linking 70 homes in the city of Bradford with two local schools and providing the homes with free computers, along with training and support.

It has been involved in setting up and managing the Wired up Communities project in Newham, East London, which has been providing the residents of 350 flats with broadband Internet access to the TV since November 2002. Residents can view Freeview TV channels; local community video content, and interactive video based eGovernment services, all delivered over broadband to their TV, and can use their TV as a PC using the Open Office suite of software. IS Communications partnered with IBM, Newham Council, the Media Trust and East Thames Housing Association to develop this into a product – RegenTV - that can be used to provide affordable, TV based broadband services to local neighbourhoods.

IS Communications was involved over a five years period in helping to develop the myguide service, which aims to make new users' first experience of the Internet simple, straightforward and productive. Initially it helped run the Stakeholder group to scope out and define the product. It then developed the initial marketing strategy and finally ran two of the five pilots, using it to train around 1,000 people in going on-line. See www.myguide.gov.uk

IS Communications Contribution

IS Communications was responsible for forming end-user evaluation groups and also enlisting requirements and feedback from these groups. It also led a key role in shaping up requirements and ensuring that end-users were adequately trained with the prototype iterations. IS Communications also played a vital role in providing the voice-of-the-customer throughout the length of the project and giving a sense of the priority of features and functionalities within Go-myLife.

Opportunity for IS Communications

The company joined the Go-myLife consortium with the clear aim of helping with the development of a useful and sustainable product and service that could be scaled up to support the active social lives of large numbers of older people. While the company does not itself have sufficient resources, neither the full range of expertise to develop Go-myLife into a successful and sustainable product on its own, it is committed to identifying and working with the right partners, whether from within the Go-myLife consortium or from outside, to do this.

IS Communications Plans

IS Communications is planning to roll out Go-myLife as a service, initially for the UK market, followed by a wider regional or global launch. The service will seek close cooperation with local organisations, working with older people and look to emulate a

similar setup in other countries. The operating model has been discussed in more detail in later sections.

5 Individual Exploitation plan – Go-myLife2

5.1 Introduction to opportunity

After having formed and worked closely with end-user groups in Newmarket and Bexleyheath in the UK, IS Communications has decided to launch a larger trial in partnership with several other local organisations. The intent is to gain a sufficient number of users before launching General Availability of the service in UK and other countries. Based on the research conducted during the Go-myLife project phase, it is estimated that there could be more than 5 million potential users of Go-myLife2 in the UK. There are two sets of customers for the service:

- Active older people
- Organisations that provide activities for active older people

Since the present project funding has closed as on 31 Dec 2012, the trial of this Go-myLife2 service would have to rely on funding, either from external sources or its founders and partners. Funds would be required to pay for hosting of the service and marketing activities. It is anticipated that during a period of time, for example three months, Go-myLife could achieve wider usage. This would demonstrate that older people value and use this service, which, in turn, would help Go-myLife gain paying customers or investment from financial entities. Based on a discussion in an AAL workshop we attended in Paris in May 2012, where the Go-myLife2 business model was discussed, the following Business Model Canvas outlines different parts of the opportunity.

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Elderly associations Local groups / associations / business Social networks Sponsors	SW Development SW Maintenance SW Customization	Promotion of social lifestyles for elderly Access to local (neighbourhood) information Tailor-made interface	Key relationships with most effective channels to older people	End users: (Free/fee Access) Local groups / associations / business that sell to older people Elderly associations - Over 60's - Over 60's belonging to ethnic communities
	Key Resources Technical-developers. Sales + alliances strategic relationships. Infrastructure Smartphones/tablets/PC Internet access		Channels Other Social networks Sponsors sites Integrated in partners' and third parties' solutions. National and regional organisations offering activities to older people Marketing agencies App developer conferences Face-t-face meetings with key staff involved with existing users	
Cost structure Software development. Software Maintenance Hosting and infrastructure. User Support Staff Office space		Revenue streams Payment from advertising and affiliate marketing Consulting services for integration with specific service providers' platforms and other third party ICT platforms, customization, etc. Payment from app developers for use of services		

Some of these sections have been individually explained below -

- **Key Partners**

Key partners will be national and regional networks of groups of active older people, who will be our channels to gain users. The service going forward will be designed to support and enhance their offer to their members. Since other similar groups would also use the service, it should prove valuable to these partners.

- **Revenue generation**

The main revenue generation will come through targeted advertising and affiliate marketing – from both business and the public sector. In some ways it will not feel as intrusive as normal targeted advertising as there will be no need to link the advertising so closely to the user profile as all the users will be older and retired people.

We will make sure that this is all carefully trialled with our users so that we don't do anything that will undermine their trust in the platform. This platform will be of interest to:

- Advertisers and affiliate marketing companies and public sector bodies that wish to sell to or simply connect with this demographic and who would therefore pay when one of our customers buys a product or uses a service or makes a step

towards doing either of these. This will not require extensive user profiling as all the users will be older and retired people, so it should not raise privacy issues.

- Developers of smartphone or tablet apps that would be of special interest to older people. They would find it attractive to have their apps featured on a platform used by large numbers of older people and would pay a proportion of all revenues gained through this.

The later sections talk in detail about staffing, value proposition, target market, financials and anticipated issues

5.2 Organisation structure and partner role(s) and responsibility

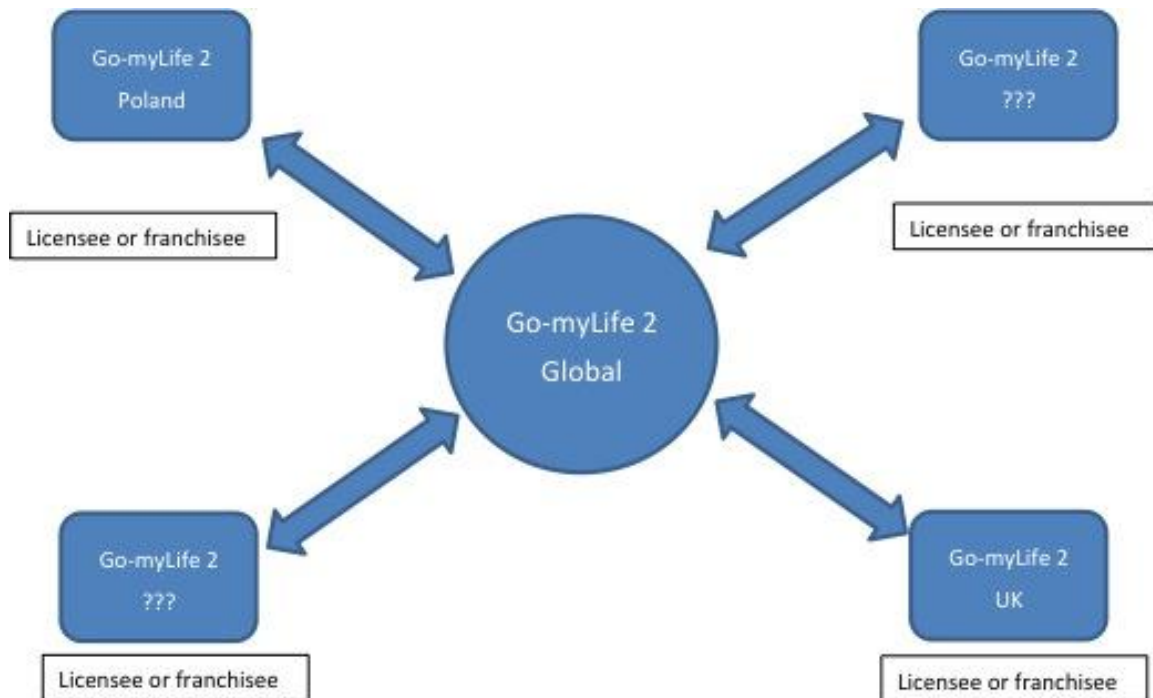
In order to take Go-myLife forward, a new company needs to be set up to manage “Go-myLife 2” globally.

(It is very likely that this company would want to review rebranding the service in order to make sure that the name and the logo would appeal to the potential users around the world.)

In parallel, new companies need to be set up in individual countries to build the business in each of those countries. These companies would belong to the people and investors that set them up and run them, but would pay some kind of a licence or franchise fee to the Global Company.

The Global Company would be responsible to manage and maintain the software platform, develop the global brand, maintain consistency between the individual country franchisees/licensees and continue to develop the platform in line with the requirements of the individual country franchisees/licensees. It would gain income from licencing or franchising the service to the different country-based companies and from providing them with services, in particular the hosting and management of the software.

The individual country franchisees/licensees would be responsible to build the user base and manage the advertising and marketing. They would gain income from the advertising.



5.3 Market Size

There are about 13 ½ million people over 60 in the UK. About 60% of them have a computer at home. Most of these will be active. So there are at least 5 million potential users of Go-myLife in the UK. The same sort of numbers will be true in every country in Europe and around the world. We will work through existing real world activity groupings for older people – the Active Retirement groups, the Adult Education groups, and the older people’s sports groups. We will particularly focus on such organisations that are part of national networks. For instance, in the UK the University of the 3rd Age has around ¼ million members in 350 local groups.

All projections are that these numbers will continue to grow significantly over the next few years.

There are two sets of customers for the service:

- Active older people
- Organisations that provide activities for active older people

5.4 Operations and future rollout

The process rolled out in Newmarket and Bexleyheath would then be expanded into neighbouring areas and to start new centres. National media coverage would begin once we are in say 50 local authority areas.

The aim must be to get around 5% of the total population of each local authority area signed up as order of magnitude in order to get us to 2.5 million active users by the end of

2017. (This of course would depend to a certain extent on the age profile of each local authority.)

- **Overall User Acquisition Strategy**

Go-myLife is first and foremost a way that older people can keep in touch with their existing friends and acquaintances. It is a way of helping them manage an active social life. Because of this it is important that groups of friends join together. This reflects the process of the early growth of Facebook, which targeted college campuses on a one-by-one basis and grew within each college dormitory-by-dormitory.

The best way to gain users for Go-myLife will therefore be to work with existing groups of active older people, such as local branches of the University of the Third Age, retired people's associations and sports clubs that focus on activities that predominantly appeal to older people such as bowls. We will also link up with ethnic minority older people's organisations, to build on some of the strong social links within these communities.

We will also work on a locality-by-locality basis, recognising that active older people are often members of several different associations. In this way individual older people will soon have a significant number of their friends on the service, which will make it worth their while regularly logging in to post their own updates and read the updates of their friends. Then, even those older people in each location that are not involved in any of these organisations will have significant numbers of their friends using the service and so will find it worthwhile also joining.

- **Timetable and process**

We will start slowly, to get the processes right.

To gain the funding needed for the first stage of product roll out, we would need to be able to show evidence that we had both a product that older people valued and used, and also that our customer acquisition strategy was an effective one.

We have therefore started to work in Newmarket and have gained agreement of several key local organisations to work with us, both to gain new members and also to manage activity areas in the site. We have also gained agreement from the local newspaper to run a feature on the service, as soon as we are ready to launch. However, the problems with Andago and the uncertainties regarding the short to medium term future of the hosting of the services has meant that things are temporarily on hold. As soon as a medium term solution for the hosting of the Go-myLife service can be agreed, we will go ahead.

Once there are significant and growing numbers of users in Newmarket, we would then turn to a similar roll out in Bexleyheath.

This would give the opportunity to:

- gain the evidence needed to get the investment required to take the service to the next stage
- test out and refine the customer acquisition strategy
- develop strong, win-win relationships with the channels we are using to reach our customers

- Identify any issues with the service and scope out any changes required for the next version

Providing that the medium term future of the hosting of the service is assured by mid-March 2013, then we would expect this stage of the process should be complete by the end of June 2013.

July and August would be spent in finalising the funding arrangements, and building the next iteration of the product, along with agreeing two further areas to launch the service in September. We would work in those areas for six months and this would enable us to further refine both the product and the process.

Then we would move into the next six areas for six months, to allow the process to be further refined. Then we would move into a new six area for three months, which would take us to the end of 2014.

We would move into twelve new areas every three months during 2015, then a new 24 areas every three months during 2016 and finally a new 48 areas every three months until all local authority areas in the UK would be covered.

These would be a mix of districts, London Boroughs and metropolitan districts.

Start Newmarket in March 2013 (1 LA)

Start Bexleyheath in May 2013 (2 LA)

Start 2 Local Authority Areas in September/October 2013 (4 LAs)

Start 6 more Local Authority areas in April 2014 (10 LAs)

Start 6 more in September 2014 (16 LAs)

Start 12 more in January 2015 (28 LAs)

Start 12 more in April 2015 (40 LAs)

Start 12 more in July 2015 (52 LAs)

Start 12 more in October 2015 (64 LAs)

Major National Newspaper and other media blitz

Start 24 more in January 2016 (88 LAs)

Start 24 more in April 2016 (112 LAs)

Start 24 more in July 2016 (136 LAs)

Start 24 more in October 2016 (160 LAs)

Start 48 more in January 2017 (208 LAs)

Start 48 more in April 2017 (256 LAs)

Start 48 more in July 2017 (304 LAs)

Start 18 more in Oct 2017 (322 LAs)

Clearly, it is likely that sometime, particularly after the major National Newspaper and other media blitz, there would be sufficient momentum that the service would just grow naturally. The above timetable therefore provides a fairly conservative view on progress.

- **Staffing**

At start one full time staff member covers 3 LAs. Then, after 3 months, they spend one-third their time on those 3 and take on two new LAs, then after another 3 months they take on two new LAs, then after another three months they take on another two LAs and keep doing that. We need to take into consideration that LA areas vary considerably in number of people and in size – though usually those with larger numbers of people cover a smaller geographical area.

There are a total of 326 districts made up of 36 metropolitan boroughs, 32 London boroughs, 201 non-metropolitan districts, 55 unitary authorities, as well as the City of London and the Isles of Scilly.

So we would need at peak around 24 staff on this model. Their main role would be keeping in touch with the main older people's organisations in the area to see how the platform could continue to enable them to serve their members and advertise their services, and continue to keep in touch with key issues for older people and ensuring that the service continued to meet their needs. They would also help identify new revenue streams.

So at peak 24 staff would support 2.5 million users. That is one full time staff per 100,000 members. The main aim would be to liaise with the many organisations that serve active older people to make sure that the product continues to develop in a way that will help them.

Of course, if these are older people, they may want to work part time, so the above numbers simply represent full time equivalents.

This is simply a guess; we may not need this number of staff, although it is important that good liaison is kept with key older people's organisations and an ear on the ground to understand how the needs of older people are changing so that the service continues to meet their needs.

However, once Go-myLife is established, we would need decreasing numbers of staff to liaise with older people's organisations, as we would only need to keep in touch with a small sample of organisations, along with the reviewing of user comments and suggestions to ensure that the service can continue to develop as it needs to.

This process of a gradual decrease in staffing should be easy to manage, as these staff would be older people who would in general be looking to decrease the amount of paid work they did over time.

5.5 Long term prospects

At the moment this is a market that no one else is specifically addressing. We have the opportunity to gain significant numbers of older people using the service and learn:

- How to help them do what they want so that they will use the site often

- How to monetise this

This will provide us with a significant long-term asset. There are a number of ways that this asset could be exploited longer term:

- Go-myLife might continue as a stand-alone service serving a niche audience (albeit a very large and growing one)
- It might end up as a successful Facebook application, building on the overall strength of the Facebook ecosystem
- It might be bought by Facebook to gain the credibility and expertise that Go-myLife will have built up
- It might be able to build “down” into younger age groups from its initial demographic and provide an alternative to Facebook for those people who would prefer a simpler and more straightforward service with much greater transparency about how one’s data is being used.

6 Anticipated issues and resolution

There are several issues that we anticipate however, some of the key ones that may be important to Go-myLife’s existence have been listed here.

6.1 *The staffing of the new companies*

It is very important to realise that building a start-up company needs a completely different set of skills than those needed to deliver a European project. It is also true that each of the start-up companies need to be run by a small team (at most 3-4 people) with the right set of business skills and with complete autonomy so that they will be able to make the speedy decisions necessary in getting a new service off the ground.

Therefore, if we want to succeed in developing a sustainable business, the initial management of these companies cannot be simply chosen on the basis of being members of the existing AAL Go-myLife consortium, but have to be the people who have the right set of skills.

The new companies may well wish to contract work out to the consortium partners. For instance, one way forward would be for Atos/ICCS to maintain and develop the software platform, user interface etc. under contract to the new Global Go-myLife 2 company. The Global or national companies may also wish to contract out some of the tasks of eliciting user requirements to ZSI. They may wish to pay 451 Research for consultancy to help them keep ahead of Global technology trends.

6.2 *Benefits form the Individual exploitable activity – GomyLife2*

We have talked about the fact that the exploits or any windfall out of this business should belong equally to “all of us”. However, we need to agree what this means to partners and direct contributors. Clearly we also need to incentivise those three or four people who

will be putting time and effort into setting up the new company. We also need to take into consideration the fact that we will need investment and the investors will want a share of the company.

Therefore, in terms of having shares in the company - there could be three types of stakeholder:

- Holders of IPR in the product produced by the AAL project
- People involved in building the start-up
- Investors

One of the views between some of the Go-myLife consortium partners is that there isn't necessarily any legally enforceable IPR in the product we have developed so far. It is also true that most of the companies and organisations within the partnership have not shown any particular interest in developing a product out of the AAL project. However, there is a sense in which what has been developed does belong to all of us, so it does seem fair for the members of the Go-myLife consortium to receive shares in the company as full and final payment for any IPR that we might have in the product.

A suggestion is that the shares owned by the members of the existing consortium to be non-voting ones, in that it would be important that the team taking the new company forward could make decisions quickly.

Should investment be achieved for a share in the company, and then everyone's ownership shares would be diluted proportionately.

6.3 IP Inventory and rights of use

Partners were polled to understand their thoughts on potential issues around IP and its usage. Here is the collection of their concerns –

- Source code (Open source) - This gives the freedom of each partner to use/implement the code as the way they want. It has been agreed that the sourced code will be provided under the Affero General Public License (AGPL v3) licence. While it gives partners the freedom to use and distribute the software, the decision to price or provide free must be decided and agreed by all the consortium partners, who are all owners of this software. The LibreGeoSocial social engine remains licenced from University of Rey Juan Carlos, under the terms of Affero GPL licence.
- Design and development work on elderly's needs related to navigation and usability issues in social networks
- Any partner, who is going to use the Go-myLife platform in its current form, including later adaptations, should mention all partners as contributor of its development (e.g. in the disclaimer or the respective project website).
- Complete freedom to implement and manage Go-myLife in your own countries in your own way.

6.4 Future evolution and non-compete requirements

Some of the areas that were highlighted by partners for any future IPR related legal or non-compete situations have been detailed here -

- The consortium could agree upon a creative commons licence. CC Licenses help creators “retain copyright while allowing others to copy, distribute, and make some uses of their work” <http://creativecommons.org/licenses/>
- Some of the partners do not plan to join or start any effort for a commercial exploitation of the platform now, but wish to retain the right to use parts or the whole platform in the future. Further specifications are needed if a non-compete clause is to be included. For example, competitive activity shall be prevented with regards to a given scope (geographical scope as well as end-user sector). Specification is also needed concerning the project outcomes as well as the duration of the agreement.
- Some partners want the rights for exploitation of the project outcomes as the way they deem necessary at the time of deploying Go-myLife.

At the last General Assembly in London in Dec 2012, the consortium agreed that the consortium agreed that NO further exploitation agreement (legal document) is needed. On the other hand all the partners are invited to contact their lawyers to check if the consortium agreement is sufficient to support their individual exploitation after the finalization of the project by the end of December. If the consortium agreement is not enough the consortium will discuss again this decision.

7 Conclusion

While one of the partners has outlined its plans to build Go-myLife in a full-fledged platform, there are several issues that need to be overcome in order to start the service. One of them is the sudden closure of Andago, which was the core party behind software development and hosting of servers. Without these, it would be difficult to continue and scale Go-myLife in its current form. While other partners are ready to take over the assets, the terms of transition and those required to oversee haven't been decided yet. With the end of AAL funding for Go-myLife, it would also depend on the partner ability to sustain operations and quickly find investment. While we agree that Go-myLife is chasing an untouched market, it has to act quickly in order to gain from the work that has been in the past two and half years. None of the partners has any objection to the other running Go-myLife however basic legal safeguards will be required in order to satisfy future customers and investors.