

SPECIAL CONDITIONS OF TENDER

INTRODUCTION

For the purposes of this Announcement of Opportunity (“the AO”), the Agency’s “General Conditions of Tender for ESA Contracts (Annex IV to the ESA Procurement Regulations ESA/REG/001, rev. 3)”, available on <http://emits.sso.esa.int> under "Reference Documentation" "Administrative Documents" and referred to as the General Conditions of Tender (“the GCT”), shall apply as specified, amended or supplemented by these Special Conditions of Tender (“the SCT”). In the event of conflict between the GCT and the SCT, the SCT shall prevail.

Part 1 - GENERAL CONDITIONS FOR PARTICIPATING IN A TENDER

A. Eligibility Requirements

All economic operators are eligible to submit a tender provided:

- a) they satisfy the requirements set under Article II.3 of Annex V to the ESA Convention for what concerns their belonging to an Agency’s Member State, Associate State or Cooperating State;
- b) they possess the necessary professional and technical qualifications, professional and technical competences, financial resources, equipment and other physical facilities, managerial capability, reliability, experience and reputation, and the personnel, to perform a contract;
- c) they have the legal capacity to enter into the procurement contract;
- d) they are not bankrupt or being wound up, are having their affairs administered by the courts, have not entered into an arrangement with creditors, have not suspended business activities, are not the subject of proceedings concerning those matters, or are not in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- e) they have not been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- f) they have not been guilty of grave professional misconduct proven by any means which the Agency can justify;
- g) they have fulfilled their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or those of the country where the contract is to be performed;
- h) they have not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization or any other illegal activity detrimental to the Agency’s interests; and,
- i) they are not currently subject to a suspension by the Agency for having been found guilty of misrepresentation in supplying the information required under points d), e), f), g) and h) above.

The Agency may suspend economic operators from participating in the Agency’s procurements if they are found guilty of misrepresentation in supplying the above information or when formally required by the Agency, they fail to supply this information on three consecutive accounts.

B. Information and Registration requirements

The Agency maintains a database of Potential Suppliers containing basic data on their capabilities, resources, types of activity, etc. The registration of any economic operators within the ESA database is a prerequisite for access to the non-public part of the Agency's electronic tender system (EMITS), for downloading of AOs, for expressing interest in an AO, for submission and acceptance of tenders and for the award of a subsequent contract.

Registration is therefore compulsory and applies to every economic operator acting as Prime Contractor or subcontractor. Contracts shall only be placed with economic operators and other organisations having met ESA requirements of information and registered accordingly.

The registration implies to fill out or update an online questionnaire and submit it duly completed to the Agency prior to the closing date of the tendering period for the AO in question. The registration process is specified within the ESA Industry Portal at the following address: http://www.esa.int/About_Us/Industry, item: Registering as an ESA Tenderer.

Economic operators shall keep this information current and shall update it every twelve (12) months and this in accordance with Article 18.5 of the Agency's Procurement Regulations. Failure by economic operators to provide or update required information within a period of three months following the due date for the update may in accordance with Article 19 of the Agency's Procurement Regulations result in them being denied access to the non-public part of EMITS.

Part 2 - GENERAL CONDITIONS FOR THE PRESENTATION AND SUBMISSION OF TENDERS

A. General standards of presentation

1. Length of the tender documents

The length of tender documents shall not exceed **20 pages** (including the Cover Letter).

The minimum font size to be used is Arial 10.

The maximum number of pages does not include the PSS forms.

The tenderer may submit additional information beyond the 20 pages with Annexes, however, any Annexes attached to the proposals are for information only and will not be considered for evaluation.

NB: Proposals not complying with the above conditions may lead to a rejection of the proposal for evaluation. Proposals exceeding the number of pages shall be penalized and may result in the exceeding pages not being included for evaluation.

2. Language of tender

The Outline Proposal and all correspondence relating to it shall be in English language.

3. Protective marking of tender documents

The tender documents can bear company-internal protective markings, but to avoid confusion with formal and international agreed markings for Classified Information, the following terminology shall be avoided:

- Restricted (or Restreint)
- Confidential (or Confidentiel)
- Secret
- Top Secret

The tenderer shall be aware that company internal protective markings cannot impose any other obligations upon ESA beyond the standard non-disclosure protection measures ESA provides in accordance with its internal rules and regulations.

4. Tender presentation

It is mandatory to use the proposal template provided in Annex III hereunder “Proposal template”, that must include the following:

- (i) PART A: Cover Letter, which shall be signed by the authorized representative of the Tenderer,
- (ii) PART B - Technical and Application,
- (iii) PART C - Financial, Management & Administrative.

The proposal shall be submitted in 7 bound paper copies and 2 electronic copies (PDF) on two CD-ROMs/USB memory sticks/SD cards.

Each paper copy shall be submitted with the complete signed set of PSS forms and shall be individually bound (at least stapled together).

On the CD-ROMs, USB memory sticks, or SD cards please assemble the proposal in a single electronic file in PDF that is searchable (i.e. not produced by scanning the documents) and not protected (no passwords, no encryption). Submit also the electronic files (Word, Excel, etc.) that compose the single PDF file.

B. Formal conditions, commitments, undertakings

1. Certification of eligibility

The Tenderer shall specifically self-certify that he and, when applicable, any of his subcontractors satisfy the qualification requirements established under Part 1 A “Eligibility requirements” of the Agency’s General Conditions of Tender and are thus eligible to participate in the AO in question.

In this AO, the self-certification is done through the signature of the Cover Letter submitted with the tender’s proposal (See Annex III “Proposal Template” Part A – Point 18).

2. General Information on tenderer’s status

In relation to Part 1 B above if the Tenderer has submitted up to date information he shall state in his tender the date of submission, including his ESA Bidder Code and that of each proposed subcontractor, their addresses and when applicable their respective Supplier Codes.

If he has not done so, he shall proceed with the registration process as specified on the ESA Industry Portal. He shall also ensure that the subcontractors are properly registered, meeting ESA requirements of information.

Failure by economic operators to provide or update required information may result in the contract not being awarded.

3. Certification of free competition

The Tenderer shall specifically certify that:

- a) The prices in the tender have been arrived at independently without consultation, communication or agreement with any other Tenderer or competitor for the purpose of restricting competition;
- b) Unless otherwise required by law, the prices quoted in the tender have not knowingly been disclosed by the Tenderer and will not knowingly be disclosed, directly or indirectly, to any other Tenderer or competitor, until he has been informed of the result of the AO;
- c) No attempt has been made or will be made by the Tenderer to induce any other Tenderer or competitor to submit or abstain from submitting a tender, for the purpose of restricting competition; and,
- d) The Tenderer has not entered into any exclusive teaming arrangement where this would restrict competition due to any of the following reasons:
 - Where the teaming partner could be considered to be a single source due to technical reasons or other considerations;
 - Due to limited potential participants as a consequence of industrial return requirements;
 - Where the industrial category of the teaming partner restricts other choices for industrial policy reasons, for instance when the fact of being an SME is important and there are few participants in this category;
 - In the case of any doubts concerning the application of the above, the Tenderer should seek clarification by contacting in writing, the Agency’s nominated Contract Officer.

In this AO, the self-certification is done through the signature of the Cover Letter submitted with the tender's proposal (See Annex III "Proposal Template", Part A, Point 19).

4. Restriction on publicity actions

Economic operators are not authorised to mention in their publicity that they have been invited to tender, are tendering or have tendered, until after notification of the result of the AO by the Agency.

5. Validity period of tender

The validity period of the proposal shall specifically state a period of validity of not less than 12 months from the closing date for the receipt of tenders.

6. Period for tender preparation

The closing date for receipt of tenders is stated in the cover letter to the AO. Extension of this period will not be granted.

7. Right to audit

The Agency reserves the right to conduct a pre-award audit, if deemed necessary.

Pursuant to Article 10.8, 10.9 and Annexes I and II of the Agency's Procurement Regulations, the Agency will be entitled, after receipt of the tender to audit any aspects of the tender and of the Tenderers and subcontractors financial viability and to request the Tenderer and any of its subcontractors when applicable, to provide:

- evidence of any element of his quotation and may call for additional detailed information irrespective of the type of price proposed. The Agency reserves the right to audit the quoted prices and rates.
- any evidence that they belong to one of the Member States, Associate Member States or Cooperating States of the Agency and this in line with the requirements set under Article II.3 of Annex V to the ESA Convention.
- any evidence to ascertain the financial viability of the Tenderer or his subcontractor(s).

The attention of Tenderers is further drawn to ANNEX I to the General Clauses and Conditions for ESA Contracts¹ (Determination of prices and cost control).

8. Negotiation prior to contract award and notification of award

The Agency prior to placing a contract and following internal authorisation reserves the right to negotiate with the Tenderer for which a final recommendation for awarding the contract was made. The tender, as modified by such negotiations and agreed in writing shall be binding for the contract. Should such negotiations not be successful, the Agency shall terminate negotiations and reserves the right to enter into negotiation with another Tenderer. Such decisions by the Agency may not give rise to any claims by Tenderers.

Pursuant to Article 45 of the Agency's Procurement Regulations, award notices may be published at the Agency's discretion.

¹ The General Clauses and Conditions for ESA Contracts can be found and downloaded on EMITS at <http://emits.sso.esa.int>.

9. Retention of tenders

The Agency will solely use the commercial confidential or proprietary information of the tenders for cost reference purposes (including the development of cost estimating expertise) and for the purpose of the evaluation of tenders and the selection of a contractor. In the case of a successful tender, documentation and information incorporated in the subsequent contract will be governed by Part II of the General Clauses and Conditions for ESA Contracts. The Agency reserves the right to eliminate from consideration tenders, which seek to restrict the use of documents or information beyond these provisions. Unsuccessful tender(s) for which a decision to cancel the AO is taken by the Agency, subsequent to the opening of the tenders, shall be disposed of by the Agency in accordance with its regulations.

10. Non reimbursement of tender expenses

Expenses incurred in the preparation and dispatch of the tender will not be reimbursed.

11. Non commitment by the Agency

The Agency reserves the right at any time to suspend or cancel the AO. Such suspension or cancellation may not give rise to any claims by economic operators.

The AO does not bind the Agency in any way to place a contract, and the Agency reserves the right to negotiate and place a contract for only part of the activity proposed in the frame of the AO. Such decision by the Agency may not give rise to any claims by Tenderers having submitted a tender in response to the AO.

12. Responsiveness of the tender

For this AO, this point is addressed through the signature of the Cover Letter submitted with the tender's proposal (See Annex III "Proposal Template", Part A, Point 19).

13. Use of Test Facilities (if applicable)

The Tenderer will be responsible for identifying the test facilities to be used in the programme, for their procurement and for managing the related contract(s). Testing at the ESTEC Test Centre shall have priority unless there are important programmatic or technical reasons to deviate from this approach.

As a general rule, the contractor places a test contract with the corresponding test centre. Exceptionally the Agency itself places a test contract with the corresponding test centre, it being understood that those test services would then be mentioned as an Agency undertaking in the related contract and indicated as such in the tender's proposal.

The Tenderer shall supply the following information:

- Identification of proposed/selected facilities;
- The cost for the use (and/or developing/building) of these facilities shall be included in the price quoted;
- Verification of compatibility of test requirements with facility capabilities;
- Details of the required tests, test schedule, and availability of facilities;
- Identification of possible back-up facilities.

Any modifications to existing facilities need to be described and justified, including costing, also with respect to facilities which might be available. Tenderers shall include the cost of intended tests in their quoted price. The selected Contractor shall be managerially and contractually responsible for all testing co-ordination.

14. Number of proposals for submission per tenderer

The number of proposals per tenderer (as prime contractor) is restricted to 2 (two) independent and unrelated proposals. In the case of university, faculties can be considered as a tenderer entity. Any Outline Proposals exceeding this number will be rejected.

15. Contract duration

The schedule from the start of the activity until the end of the contract shall, in principle, not exceed 24 months unless fully justified. In the case of software development the standard 6 months warranty period may lead to a **total period exceeding 24 months**.

16. Technology Readiness Levels

The proposal shall indicate the current maturity of the technology (TRL) and the TRL at the end of the activity. Please refer to Annex IV hereto for a description of the TRL's.

C. Conditions relating to intellectual property rights (IPR)**1. Statement concerning the use of existing intellectual property rights of the Tenderer**

If the Tenderer intends to use own background data corresponding to existing intellectual property rights owned by the Tenderer or by a proposed sub-contractor or by any other third party, he is expected to state this in his tender and he may already identify such background data either in the tender itself or during the Contract negotiation. Failing such advanced notification, Clause 43.1 of the General Clauses and Conditions for ESA Contract shall apply. The Tenderer shall further specify if such background data is needed only for the development or whether it is also necessary subsequent to the delivery. In the latter case the Tenderer shall along with the lines established under Part 2 C 2 "Third Party Commitments" below, confirm the conditions of access (any limitation/restriction, licensing and related costs) and confirm that the Agency can use them for the intended use/objective of the proposal.

2. Third party commitments

The Tenderer shall indicate if he has entered into any arrangements or licence agreements as to intellectual property rights for the purpose of the AO, either as part of a general arrangement or with specific reference to the AO. If such arrangement or agreement could result in costs to be borne by the Agency these must be separately identified and covered in the total amount of the price quoted.

3. Reservations and restrictions

If as a result of:

- A commitment with a third party as to intellectual property rights, or
- An existing intellectual property right of the Tenderer, or
- A claim by the Tenderer that intellectual property rights will be generated under the contract which are not paid for by the Agency, or
- Any other reason

the Tenderer wishes to make any restriction on the rights of distribution and use, as foreseen and defined in Part II of the General Clauses and Conditions for ESA Contracts, of any data, including documentation, related to the work under the contract, such proposed restriction must be clearly defined and justified in the tender. It will be taken into account in the evaluation of the AO.

D. Conditions relating to Export/Import licences/authorisations and related documentation

At the time of the submission of his tender, the Tenderer (or his subcontractors) shall indicate any export or import restrictions he is subject to in accordance with national legislation and state the necessary licences, authorisations or preliminary authorisations and related Documentation:

- he (or his subcontractors) has obtained in order to submit a tender; and/or
- he (or his subcontractors) has or will need to obtain prior to placing of the Contract; and/or,
- he (or his subcontractors) has or will need to obtain for the implementation of the Contract.

E. Conditions relating to subcontracts**1. Placing of subcontracts**

It is not required to place subcontracts on a competitive basis. The Agency does not intend to participate in subcontractor evaluation.

2. Information on subcontracts

When proposing subcontractors, the Tenderer shall specify the country to which the subcontractors belong, the place of execution of the subcontracted work, the price of each subcontract and also the corresponding percentage of the total price of the tender represented by the subcontract price.

3. Agency participation in subcontractor evaluation

Not applicable.

F. Amendments to documents and communications**1. Notification of interest to tender**

Invitees to tender are requested to send as soon as possible to the Agency the Expression of Intent attached to the Special Conditions of Tender (Annex II – Expression of Intent), stating whether they intend to submit a proposal. Failure by a potential tenderer to send the form might result in them not receiving answers to the tenderer's queries or other correspondence related to the AO.

2. Amendment of the AO

The Agency reserves the right to issue amendments to the AO.

3. Questions relating to the AO

Any questions by economic operators concerning the AO shall be submitted in writing to the nominated Contracts Officer not later than ten (10) working days before the closing date. Questions should make specific reference to the appropriate section(s) of the AO documents. When the Agency gives a reply it will normally publish the reply(ies) together with the

question(s) in EMITS with an automatic notification to all who have notified an interest. Failure by the Agency to give a reply may not give rise to claims. Any request for applicable documentation specified in the AO shall be sent to the nominated Contracts Officer. The Agency will not make any document available unless the AO documents specifically state that such document is available on request for the purpose of the AO.

4. Amendment, withdrawal or resubmission of the tender

Amendment, notice of withdrawal or resubmission of the tender will be permitted if the appropriate documents reach the Agency before the closing date and time, in accordance with the dispatch conditions.

5. No contact with Agency staff or information about evaluation during evaluation period

Tenderers are not entitled to contact Agency staff during the evaluation and selection period to ask for information on the evaluation. The Agency reserves the right to eliminate from the evaluation a Tenderer contravening this provision. Such elimination shall not be a cause for claims.

6. Non-admissibility and elimination of tenders

Based on a preliminary verification by the Agency, it may decide not to admit a tender for evaluation if the Agency observes a significant non-compliance with the formal requirements for submission of tenders. Tenders initially admitted for evaluation may subsequently be eliminated by the Agency following a more detailed review. In either case the Agency will inform the Tenderer of its decision in writing.

7. Questions relating to the tender

The Agency reserves the right to ask Tenderers for clarifications of their tenders during the evaluation period. Answers, addressed in writing to the nominated Contracts Officer, must be received within three days of dispatch of the request if no other period is stated by the Agency at the time of its request. Clarifications shall not be regarded as amendments or modifications of the tender.

8. Information after tender evaluation

Tenderers will be informed in writing whether or not their proposal has been selected for placing of a contract. Upon receiving notice that his tender has been unsuccessful, a Tenderer may require in writing from the nominated Contracts Officer an oral debriefing explaining the reasons why his tender was not successful. Any information will be limited to the findings of the Agency's Tender Evaluation Board on the tender in question and shall not cover the quality or content of other tenders.

G. Dispatch and receipt conditions

1. Packing

Each proposal, with its required number of copies, shall be packed separately from any other proposal (and its required number of copies) from the same bidder.

Each proposal shall be dispatched in a double envelope.

The inner envelope, shall be sealed and shall be without indication of origin but marked with the title and the reference number of the AO.

For this AO, the inner envelope shall contain the appropriate number of copies of the proposal.

The outer envelope, carrying the Tenderer's name and address shall be sent to the ESA establishment issuing the AO and shall be addressed to the Central Registry for the attention of the responsible Contracts Officer.

2. Dispatch

Proposals shall be sent by post, by courier or delivered by hand.

The proposals must reach the Central Registry before the closing date and time for the AO.

3. Receipt

Only personnel of the Central Registry of the Agency's establishment concerned are authorised to issue a receipt upon delivery of proposals or to issue an official signature in the case of a registered parcel.

H. Non benefits requirements

The Tenderer shall warrant that no official of the Agency or any individual participating in the evaluation of the tenders submitted in response to the AO has received or will be offered by the Tenderer or any of his subcontractors any direct or indirect benefit arising from the AO or the award of any subsequent contract. If found guilty of any false statement to that effect on his behalf or that of his subcontractors, this will result in:

- the immediate elimination of the tender from evaluation and where a resulting contract has been awarded the immediate cancellation of the said resulting contract; and,
- the suspension of the Tenderer or of the subcontractor guilty of misrepresentation, from participating in any further procurements of the Agency.

Such elimination or cancellation shall not be a cause for claims.

In this AO, the self-certification is done through the signature of the Cover Letter submitted with the tenderer's proposal (See Annex III "Proposal Template", Part A, point 19).

I. Conditions relating to security screening of tenderers personnel

Not applicable to this AO as there is no provision of on-site personnel

Part 3 - GENERAL CONDITIONS FOR THE CONTENTS OF A TENDER

Not applicable to this Announcement of Opportunity .

It is mandatory to use the proposal template provided in Annex III – Proposal Template, included below.

ANNEXES OF THE GENERAL CONDITIONS OF TENDER

The following Annexes to the General Conditions of Tender **shall not apply**:

- Annex A: *Executive Summary*
- Annex B: *Technical Proposal*
- Annex C: *Management and Administrative Proposal*
- Annex D: *Implementation Proposal*, with the exception of its **paragraph D which shall apply**
- Annex E: *Financial Proposal*, with the exception of its **paragraph C which shall apply**
- Annex F: *Basic Security Screening Template*
- Annex G: *Tenderer's Cover Letter's Annex Compliance Template*

ANNEX I : EVALUATION CRITERIA AND WEIGHTING FACTORS

In evaluating the tender(s) ESA will use the following criteria:

No.	Evaluation Criterion	Weighting Factors
1	CLARITY OF THE TECHNICAL OBJECTIVES AND DEFINITION OF THE REQUIREMENTS FOR THE PROPOSED WORK. QUALITY OF ENGINEERING APPROACH AND DISCUSSION OF PROBLEM AREAS. QUALITY AND SUITABILITY OF PROPOSED PROGRAMME OF WORK. BACKGROUND AND EXPERIENCE OF THE ENTITY/ENTITIES RELATED TO THE PARTICULAR FIELD CONCERNED, INCLUDING ADEQUACY OF PROPOSED FACILITIES. ADEQUACY OF THE KEY PERSONNEL FOR THE EXECUTION OF THE WORK.	40 %
2	PROSPECTS FOR USE IN ESA PROGRAMMES INCLUDING LONG TERM BENEFIT FOR LITHUANIA. CONSISTENCY WITH PROGRAMMATIC OBJECTIVES. ADEQUACY OF THE CURRENT AND TARGETED MATURITY STATUS OF THE DEVELOPMENT.	20 %
3	ADEQUACY OF MANAGEMENT APPROACH. CREDIBILITY OF THE COST ESTIMATION AND THE PROPOSED SCHEDULE.	30 %
4	COMPLIANCE WITH THE ADMINISTRATIVE TENDER CONDITIONS OF THE CALL FOR OUTLINE PROPOSALS AND ACCEPTANCE OF THE DRAFT CONTRACT.	10 %

ANNEX II : EXPRESSION OF INTENT

REF: AO/1-8108/14/NL/NDe

ANNOUNCEMENT OF OPPORTUNITY – FIRST CALL FOR OUTLINE PROPOSALS UNDER THE PROGRAMME FOR EUROPEAN COOPERATING STATES (PECS) IN LITHUANIA.

To: Ms N Dearey (IPL-PTS)
Fax no. +31 71 565 5773
e-mail : niamh.dearey@esa.int

We confirm that we have reviewed the above-mentioned AO with all attachments and we state the following (*):

	Yes	No
We intend to submit the following number of proposals: 1. Title of Proposal:		
We may submit a proposal		
We do not intend to submit an offer :		
- Time / resources not available		
- Subject matter outside our scope of activities		

COMPANY NAME:	
ADDRESS:	
TELEPHONE NO.	
TELEFAX NO.	
EMAIL	

NAME AND FUNCTION OF PERSON TO CONTACT:

DATE:

SIGNATURE:

(*) Please complete, as appropriate

N.B. Tenderers are requested to complete and return this form (by fax or as a signed PDF document). Failure to comply with this may result in necessary subsequent information not being received by invitees to tender.

ANNEX III : PROPOSAL TEMPLATE

The costing in the PSS forms shall not be inflated to meet the funding limits. Any proposals judged to have inflated costing, risk being eliminated.

The Proposal Template is available as a separate document in the following URL:

http://emits.sso.esa.int/emits-doc/ESTEC/PECS_NMS/etc8108AnnexIII.doc

ANNEX IV - TECHNOLOGY READINESS LEVEL (TRL)

ESA has adopted the Technology Readiness Level (TRL) scale as a way to measure the maturity of a technology. It has now become a well-established standard.

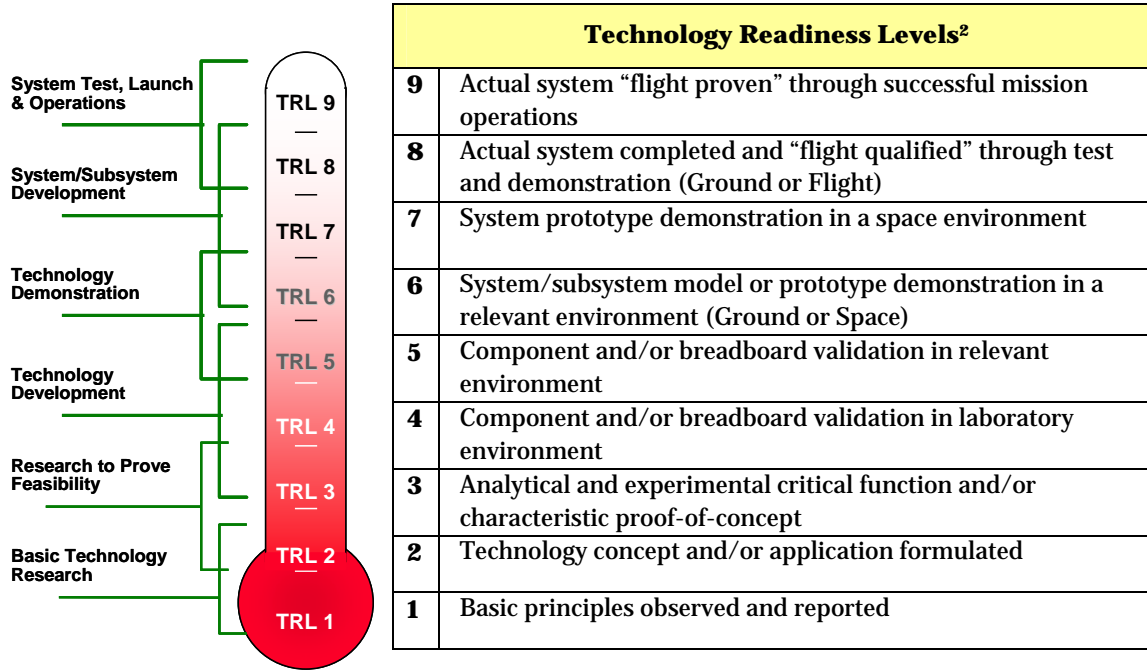


Figure 1 – Technology Readiness Levels adopted in ESA since 2005

Regarding the maturity status of software the same number of TRL are indicatively used. A short description using software engineering terms is shown in Figure 2.

TRL	Software Maturity
9	Live Product
8	General Product
7	Early Adopter Version
6	Product Release
5	BETA Version
4	ALPHA Version
3	Prototype
2	Algorithm
1	Mathematical Formulation

Figure 2 – Technology Readiness Levels using software engineering terms

² ref. Technology Readiness Levels - A White Paper April 6, 1995, John C. Mankins, Advanced Concepts Office, Office of Space Access and Technology, NASA)

Figure 3 gives an indicative correspondence between commonly used engineering terms and TRL levels:

TRL	Commonly Used Engineering Terms
9	Mission Operations. Flight Qualified Hardware/Software
8	Theoretical First Unit. Flight Unit. Flight Spare.
7	System Demonstration.
6	High-Fidelity Laboratory Prototype. Engineering Qualification Model. Subsystem model. Development Model. System Model.
5	High-Fidelity Breadboard. Brassboard. Engineering Breadboard. Function-Oriented Model.
4	Component. Breadboard.
3	Laboratory Experiments.
2	Systems Analyses. Pre-Phase-A Studies.
1	Scientific Research.

Figure 3 – Technology Readiness Levels and associated Common Engineering Terms.

Figure 4 gives an indicative list of readiness levels for applications and service developments

TRL	Applications and Services
9	Application/service operationally deployed and used by paying customers
8	Application/service completed and validated, commercial offer ready
7	Trials with customers/users to validate utilisation and business models
6	Demonstration of prototype in relevant environment, price policy identified
5	Application/service verified using operational elements, customers/users not involved
4	Application/service verification in laboratory environment, market segment(s) and customers/users identified
3	Concept analysis performed and target market identified
2	Application/service concept formulated, market opportunities not yet addressed
1	Scientific Research.

Figure 4 – Readiness Levels for Applications and Service Developments