

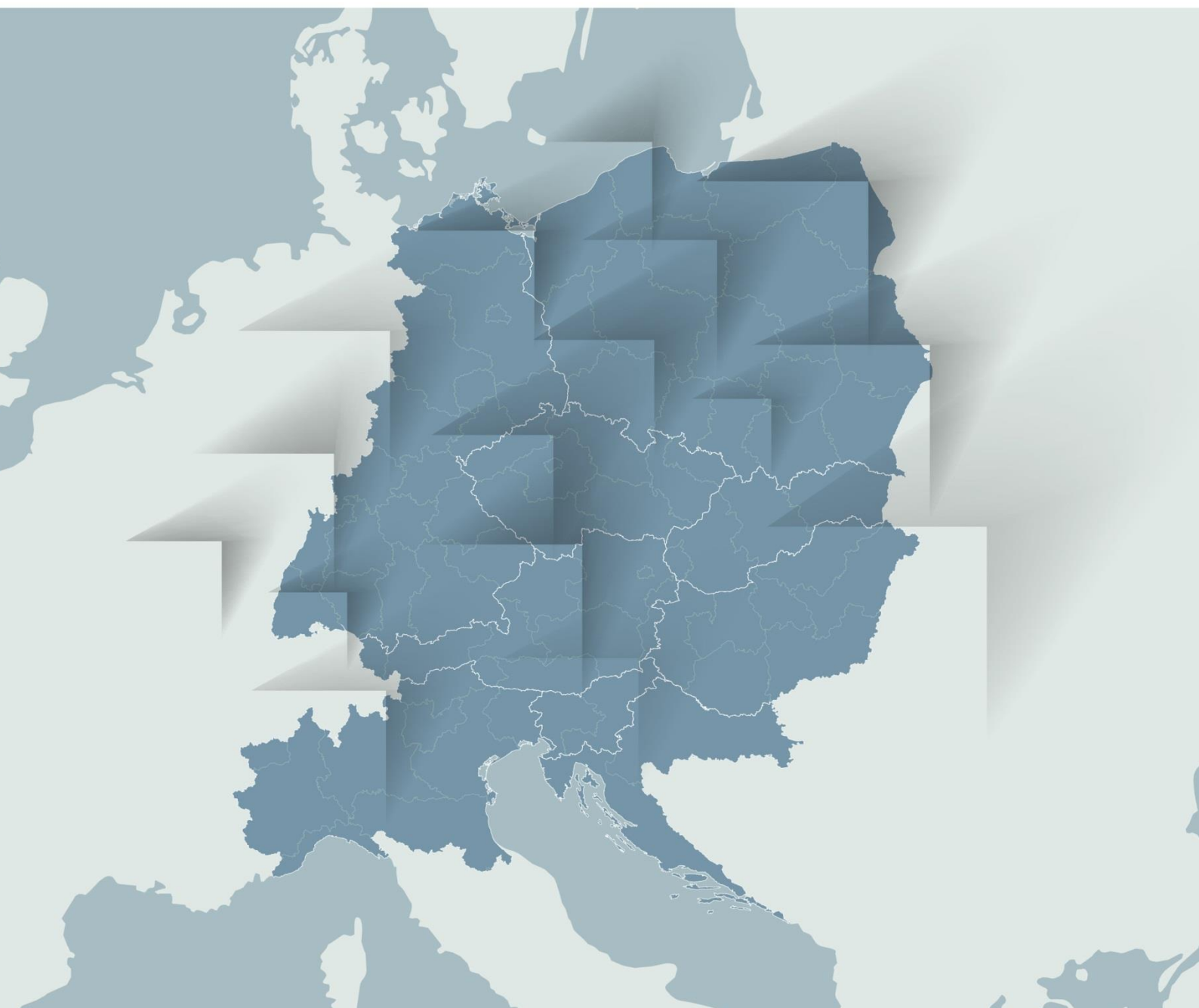
**CORPORATE SCHEMES FOR THE INTEGRATION  
OF PF NETWORKS OF EXCELLENCE IN CE  
CROSS VALUE CHAIN**

---

**D.T3.3.4 - Risk analysis model for commercialization,  
valorisation and exploitation of precision farming  
applications developed within a joint industrial  
undertaking**

---

**Version 1  
06 | 2022**



## Table of contents

1. Introduction .....	2
2. The context.....	3
2.1. The framework analysis .....	4
2.1.1. Organisational aspects.....	4
2.1.2. Financial aspects .....	6
2.1.3. Competencies aspects .....	9
2.1.4. Ecosystem aspects.....	10
2.1.5. Legal aspects .....	11
2.2. SWOT analysis .....	13
2.3. Risk analysis.....	14
2.4. Risk mitigation action plan .....	23

## 1. Introduction

In the framework of the thematic work package T3: “Addressing R&D regional agenda (RIS3) to increase investments & specialisation in precision farming”, the Transfarm 4.0 consortium has been working on the stimulation of a favourable background for the large uptake of precision farming competences in the Central European pilot areas and beyond. Main actions concentrated on technology insights and trends, networking (networks of excellences developed within a co-creation approach) and the setting up of a training, coaching and financing mechanism to support new precision farming technology assessment and commercialisation.

In D.T3.3.3 - Tactics for the creation of a transnational network of PF performers, a business model for the construction of the Transfarm 4.0 Network of Excellence was developed.

In this document, the risk analysis of the above-mentioned business model pinpoints the major challenges to ensure the daily functioning of the network and its business continuity.

### Disclaimer

*Agencja Rozwoju Regionalnego S.A. (ARRSA) disclaims all warranties with regard to the information in this document, including all implied warranties or merchantability and fitness. In no event shall ARRSA be liable for any special indirect or consequential damages or any damages whatsoever resulting from loss of income or profits, whether in an action of contract, negligence or other actions, arising in connection with the use or performance of information included in this document.*

## 2. The context

The establishment and running of a network of excellence on precision farming requires the following conditions:

- A sound consortium agreement outlining the roles and responsibilities of the members, the financial framework for sustaining the network and intellectual property rights arrangements;
- A clear strategy and focus of the network of excellence (including: mission, goals, technology and application scope);
- A strong management team to coordinate the daily work and keep the momentum;
- A strong complementary partnership of organisations with competencies related to:
  - identification of technologies,
  - identification of application opportunities,
  - identification of financing instruments,
  - identification and engagement of regional and national ecosystem stakeholders,
  - identification of legal framework opportunities and constraints;
- Experience in cooperation with regional and national stakeholders in dissemination events;
- A strong position of the organisations' representatives in the regional and national ecosystems (including: trust, credibility, commitment);
- A legal environment (law, branch standards, financial and tax framework, health and safety standards) enhancing the take-up of new technologies.

Risk management is a continuous process throughout the lifetime of the network of excellence on precision farming and addresses the planning of risk management, identification, analysis, monitoring and control. Risk assessment will be updated throughout the network's lifecycle as unexpected sources of risk can be identified at any time. It is the objective of the risk management plan to decrease the probability and impact of events adverse to the network of excellence on precision farming.

Main risk categories to be considered are:

- Organisational aspects
- Financial aspects
- Competencies aspects
- Ecosystem aspects
- Legal aspects

## 2.1. The framework analysis

Below one can find a list of questions that should guide the team involved in the establishment of the network of excellence in precision farming to identify potential areas of risk.

### 2.1.1. Organisational aspects

Question	Answer	Potential risks
Is a consensus reached between the network members on the content of the network statutes and/or network agreement?	The consortium plans to sign a memorandum of understanding to constitute the network of excellence.	A too general memorandum of understanding could convince a larger group of organisations to sign it, but on the other hand could lead to a situation in which the members do not feel obliged to fulfil their tasks.
Do the network statutes and/or network agreement clearly state the mission and the goals of the network?	The mission and goals of the network are covered in D.T.3.3.3 and compatibility should be maintained.	Deviation between the business model and the mission and goals stated in the constituting documents.
Do the network statutes and/or network agreement clearly define the technology and application focus, and activity scope of the network?	The consortium focuses on the following technologies: <ul style="list-style-type: none"> <li>• Guidance Systems</li> <li>• Variable Rate Technology</li> <li>• Yield Monitoring/Mapping</li> <li>• Automatic Section Control</li> <li>• Crop Sensors/Remote Sensing</li> </ul> The activity scope is mentioned in D.T.3.3.3.	Deviation between the business model and the scope and activities stated in the constituting documents.
Within the activity scope, is there a set of repeatable activities jointly agreed upon, to secure visibility and transparency of the network's intentions towards stakeholders?	The activity scope mentioned in D.T.3.3.3 shows a repeatable set of activities that allow positioning the network of excellence in the Central European market of precision farming technologies.  The one-stop-shop platform does not yet provide stakeholders with guidelines and terms-of-use.	The consortium involved in the Network of Excellence should clearly communicate its role in terms of the Network being a promotor of dedicated technologies of its members (supply side focused) or a neutral intermediary promoting a wider range of technologies based on identified farmers' needs (demand side focused).  Risk of losing credibility among stakeholders because of ambiguity of main intentions.

Question	Answer	Potential risks
	The intentions of the network of excellence have to be clearly stated on the website.	
Do the network statutes and/or network agreement clearly stipulate under which conditions new members can join the network of excellence?	The consortium members should agree on the network of excellence being rather a large network promoting all kinds of precision farming technologies or rather a small network focusing on specific solutions meeting a set of excellence standards.	Risk of free riders in case of low threshold for membership.  Risk of technology lock-in or gap between technology level at supply side and needs at demand side in case of high threshold for membership.
Which are the corporate governance bodies within the network (network board, network operational director, supervisory board, general assembly)?	The business model in D.T.3.3.3 foresees a General Assembly and a Management Board.	Lack of interest among the members to take up the role in the Management Board.
Are the competencies of the specific corporate governance bodies clearly defined and decision-making processes clearly described and accepted?	The consortium members should agree on the competencies and decision procedures at the level of the General Assembly and the Management Board.	Strategic competencies should be placed at the General Assembly.  Operational competencies should be placed at the Management Board.
Is there a network operational director appointed?  Is the network operational director supported by an operational team (for instance: one representative per network partner, or a separate team)	There is a rotational function of the Management Board. The President of the Board is appointed by the business support organisation represented in the Board.  The President of the Board has an assistant to his disposal responsible for daily activities.  Each member appoints a contact person among its employees to ensure good communication between the Board and the members.	Representatives of the members operating as first contact not fulfilling agreed tasks, as a result of which the network secretariat is not able to cope with all activities.
Do the network members have access to a joint IT platform to manage information and actions?		

Question	Answer	Potential risks
Does the IT platform allow sound knowledge management to ensure information gathering, information sharing and insight in technologies, stakeholders, actions, lessons learned?	<p>The consortium makes use of the Microsoft platform including MS SharePoint, MS Teams and other applications for data gathering, information exchange and communication.</p> <p>The IT-tools shall be managed by a multimedia/marketing specialist of CREA on a constant base.</p>	In order to secure stability, the IT-tools should be managed by one partner. However, in case this partner resigns from the consortium, he should be required to pass the management of the IT-tools through to another partner.
Does the IT platform allow to provide communication between technology providers, technology appliers and financial institutions?	<p>Online events shall be organised to provide communication between technology providers, technology appliers and financial institutions.</p> <p>MS Teams allows the participants to meet together as well as separately in dedicated rooms for confidential meetings.</p>	-
Is a quality assurance system in place? Do the quality assurance procedures clearly define the members' roles and responsibilities to maintain quality and intervene when non-compliance is identified?	<p>The consortium has not yet developed a quality assurance system for the Network of Excellence.</p> <p>A quality assurance system could increase credibility of the consortium and its services. Regular quality assessment of services provided could support the professionalisation of the network's service portfolio.</p>	Each member applying its own quality standards for services delivered under the network umbrella. Lack of quality of service delivery in one country affecting the brand of the network in all countries.

### 2.1.2. Financial aspects

Question	Answer	Potential risks
Is the network financed on a one-fee-basis paid by each member when taking up the membership for the first time or financed	The network members shall be invoiced by the organisation responsible for multimedia management for costs related to multimedia	Members not willing to pay the costs of the daily functioning of the Network of Excellence.

Question	Answer	Potential risks
through periodical (yearly) membership fees?	<p>and by the business support organisation in the Management Board for costs related to the daily operations of the secretariat.</p> <p>A yearly membership fee could be considered in case the consortium decides that one member should take up the role of leading organisation in the Management Board on a constant base.</p>	
Does the network operational management team have an own budget based on member donations or is there a rotation in taking up the management role by each member, as such each member at one point in time bears management costs?	<p>There are two options considered. As starting point the option in the business model foresees that the members shall be invoiced for costs related to multimedia management and to the daily operation of the secretariat.</p> <p>In a second option, the rotation of the management role could include that each partner over time covers the management costs of one year by itself.</p>	In case of the second option, an organisation could minimise its management activities in order to diminish costs. This could have a negative impact on the functioning of the secretariat as well as on the image of the network.
Is there a joint budget on network level to finance joint activities and marketing?	The budget for joint marketing and multimedia activities shall be calculated by the member responsible for multimedia and marketing management and costs shall be invoiced to the other members on an equal base.	Some members not willing to pay a higher fee for joint activities and marketing.
<p>Are there services which stakeholders should pay for?</p> <p>Are payment procedures for third party payments in place?</p>	The consortium has been working on a list of innovation support services that could be offered at commercial prices or in the	Lack of information about which services shall be offered for free and which services shall be offered at commercial prices.



Question	Answer	Potential risks
	framework of publicly financed projects.	Lack of interest from the side of certain stakeholders to pay for services offered by the network.
Do the network members provide a comparable accounting approach to maintain compliance with legal, financial and tax requirements and report in a similar way about costs and efficiency?	All founding members provide accountancy in line with standards.  New members should comply with accountancy standards.	-
Does the network have good relations with regional/national public funding agencies responsible for public support programmes?  Are these public funding agencies open to cooperate on joint initiatives for promoting and financing the deployment of new precision farming technologies?	The consortium has provided an analysis among regional/national public funding agencies responsible for public support programmes concerning support measures for precision farming technology adoption and has addressed the issue of precision farming support measures in S3 policy discussions (D.T.1.1.2 and D.T.1.1.3).  These organisations are willing to cooperate with the consortium.	-
Does the network have good relations with banks and risk capital funds responsible for financing business growth projects?  Are these banks and risk capital funds open to cooperate on joint initiatives for promoting and financing the deployment of new precision farming technologies?	The consortium has identified potential banks and risk capital funds.  They analyse projects on a case-by-case approach.	Projects presented by teams from universities and research organisations show little perspective for technology commercialisation and scaling.  Banks and risk capital funds not willing to participate in the network's activities because of geopolitical and financial uncertainty in Central Europe.

### 2.1.3. Competencies aspects

Question	Answer	Potential risks
What are the strategic competencies fields of the network?	The network is composed of universities, research organisations, business support organisations and branch associations / clusters with each of them having specific competencies in technology development, market analyses, business advisory services, technology commercialisation and financing.	Teams of universities and research organisations more focused on research projects and less on commercialisation of elaborated technologies.  Business support organisations with high quality and competencies rather focused on internal market dimension and public funding support than on the international dimension of the network of excellence.
How are the competencies of the members exploited within the network? Who takes up leadership in specific strategic competencies?	No clear leadership role for the specific areas has been established yet.	New scientific members not accepting the leadership role of certain research organisations as they are not seen as representing the interest of all.
Do the network members delegate personnel to the network activities on a need-base or permanently?	Each member shall appoint a contact-person available on need-base terms.  The business support organisation responsible for the Management Board shall appoint the secretary involved on a permanent base for one year (rotation function).  The multimedia/marketing specialist shall also be engaged on a permanent base.	The members do not take the role of contact person seriously.  Information does not flow in time to the necessary persons in the organisation. Feedback takes longer than it should. The network loses credibility among stakeholders.  The members expect the secretariat and the marketing specialist to ensure all organisational aspects of the network activities and do not contribute much through their contact persons (passive participation in network activities).
Do the network members' employees have the right competencies to provide technology identification and assessment?	The founding consortium consists of organisations that have experience in technology assessments. They will support the technology assessment processes in a need-based	-

Question	Answer	Potential risks
	approach according to the services developed by the network.	
Do the network members' employees have the right competencies to provide needs assessments among stakeholders?	The founding consortium consists of organisations that have experience in assessments of stakeholders' needs. They will support the identification of needs and requirements according to the services developed by the network.	-
Do the network members' employees have the right competencies to organise and provide technology dissemination actions?	The founding consortium consists of organisations that have experience in organising networking events.	-
Does the network have access to a database of technology and market experts to involve them in services and dissemination activities offered by the network?	The founding consortium is developing a network of experts. An expert community shall be established on social media.	-

#### 2.1.4. Ecosystem aspects

Question	Answer	Potential risks
Are the network members involved in other networks that could lever the activities of the network?	The network members of the founding consortium are involved in national and regional initiatives. However, they shall use these contacts in leveraging the activities of the Network of Excellence.	-
How is the network positioned in the regional and national agricultural ecosystems in terms of visibility and relations with main branch associations (brand development strategy)?	Regional and national branch associations in farming have a long tradition. The Network of Excellence shall not enter into competition with them but rather cooperate and engage them in joint actions.	-

Question	Answer	Potential risks
Is the network accepted in the regional and national agricultural ecosystems?	The Network of Excellence shall build on the contacts developed during the Transform 4.0 project.  Several meetings took place between representatives of the consortium and stakeholders in the regional and national agricultural ecosystems.	Regional and national agricultural ecosystems not accepting the idea of a Central European Network of Excellence in precision farming.
Do the network members have a clear insight in the stakeholders of the regional, national ecosystem?  Do the network members have a clear insight in the stakeholders' problems/challenges/expectations?	The founding consortium has provided analyses of the regional and national context, identified stakeholders and initiated contacts with them in the framework of workshops, meetings and pilot projects.	Farmers not willing to share their needs and expectations with representatives of the Network of Excellence.
Does the network have a marketing approach that allows to ensure stakeholder involvement in dissemination activities and support stakeholder loyalty?	The business model in D.T.3.3.3 includes a marketing approach encompassing the actions towards stakeholders. For each stakeholder group there is a set of goals and actions to ensure engagement.	Stakeholders not willing to participate in the activities of the Network of Excellence.

### 2.1.5. Legal aspects

Question	Answer	Potential risks
Do the network statute and/or network agreement stipulate procedures in case of disputes between members or between members and third parties?	The founding consortium plans to introduce a memorandum of understanding to constitute the Network of Excellence.  Taking into account the specific characteristics of the planned activities, the consortium should foresee procedures for tackling disputes and other problems between members.	Disputes between members (financial disputes, disputes related to technologies and intellectual property rights) leading to others leaving the network.
Do the network statute and/or network agreement stipulate	Taking into account the specific characteristics of the planned	Some technology suppliers being favoured over others in

Question	Answer	Potential risks
procurement regulations to ensure fair trade and transparency?	activities, the consortium should foresee procedures for equal treatment of technology suppliers.	promotional campaigns, network events and support services directed to farmers, as a result of which the network is less credible in the eyes of the supplier segment.
Are procedures in place for handling confidential information, including technology related information?	The founding consortium should ensure documents and procedures are in place to handle confidential information.	Misuse of confidential information shared during network events between members.
Are procedures in place for securing intellectual property rights issues between network members internally and between network members and third parties?	The founding consortium should ensure documents and procedures are in place to handle issues related to intellectual property rights.	Misuse of intellectual property rights (copying, theft, non-compliance with agreed licences).
Are the areas of cooperation between the network and regional, national authorities identified and defined?	The founding consortium has been cooperating with representatives of regional and national authorities in the framework of the Transform 4.0 project and beyond. There is willingness to continue this kind of cooperation in the network.	-
Does the network have and follow counterterrorism policies and procedures that enable it to comply with national and European requirements?	The founding consortium should ensure documents and procedures are in place to handle issues related to counterterrorism.	Probes to misuse precision farming technologies for terroristic actions.  Terroristic cyber attacks on precision farming infrastructure.

## 2.2. SWOT analysis

Strengths	Weaknesses
<p>Good experience of members in structural networking, on regional, national as well as international level</p> <p>Strong team competencies in technology assessment and promotion as well as organising networking by business support organisations</p> <p>Equipment, technical infrastructure available at the universities and research centres to provide technologies to TRL 6-8</p> <p>Technology insights, problem and needs insights through tailored approach of assessments, workshops, advisory services</p> <p>Well-developed network of information suppliers</p> <p>Well-developed network of technology suppliers</p> <p>Consensus within the network, sound procedures</p>	<p>Average network competitive advantage in comparison to other branch organisations active in the specific countries in Central Europe</p> <p>Average leadership position in the regional/national ecosystems</p> <p>Dependency on other entities, average bargaining power in increasing the network of technology suppliers against the background of strong branch organisations</p> <p>Legal issues and dispute solving procedures yet to be settled between the members in the network, members prefer loose cooperation rules</p>
Opportunities	Threats
<p>National and international funding instruments</p> <p>National branch organisations willing to cooperate with the network of excellence to bridge between technology and market</p> <p>Geopolitical changes demanding for increased self-sustainability in Europe</p> <p>Technological progress helping to strengthen the ecosystem the new technology shall be applied in</p> <p>Climate change demanding for resource efficiency</p> <p>Environmental awareness among households</p> <p>Global supply chain disruptions, Europe looking for substitutes</p>	<p>Geopolitical changes having an impact on exchange rates of currencies and on global price inflation</p> <p>Technological progress requiring high costs to maintain competitive advantage (short technology life-cycle)</p> <p>National branch organisations securing their roles close the governmental agencies opposing network of excellence technology dissemination activities</p> <p>Climate change impacting on farm production in total</p> <p>Global supply chain disruptions, limited access to resources, materials, products outside of Europe</p> <p>Financial instability in the agricultural sector</p> <p>Legal regulations and branch standards requiring administrative procedures and high investments</p>

### 2.3. Risk analysis

The framework and the SWOT-analysis deliver the necessary information for the risk management system that allows identifying, assessing, localising and controlling specific risks. Depending on the outcome of the risk assessment passive or active risk mitigation can be considered.

A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
R1.	Organisational aspects	Lack of clear mission, technology focus and activity focus of the network of excellence - members not fully convinced of the added value of the network of excellence.	1	4	4	Clear mission, technology focus and activity focus of the network of excellence discussed between and agreed upon by the members.
R2.	Organisational aspects	Lack of transparency in the network's activities portfolio, individual initiatives taken by members without a real network dimension.	3	4	12	A package of network activities organised periodically. Individual actions by the members also promoted as part of the network (logo).
R3.	Organisational aspects	Organisations invited to become member / organisations requesting to become member not accepted in their regional, national ecosystem - network of excellence being the playball in regional, national intrigues.	2	4	8	Clear procedures for new members. Clear procedures in case members are involved in regional disputes. Good communication between the Management Board and regional/national ecosystem representatives.

A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
R4.	Organisational aspects	Long decision-making procedures, governance bodies poorly equipped with decision-making tools.	1	3	3	Transparent decision-making procedures established as bylaws to the memorandum of understanding constituting the network of excellence.
R5.	Organisational aspects	Network of excellence management team frustration as a result of limited space for independent planning and implementation of actions.	2	4	8	Management Board shall work on the basis of yearly programmes accepted by the General Assembly and with a budget accepted by the General Assembly. In case additional actions are required, the Management Board shall hand in a request to the General Assembly.
R6.	Organisational aspects	Capacities of the IT communication platform to support communication between stakeholders and network members not being fully used.	1	2	2	A multimedia/marketing specialist shall be involved in supporting daily operations on multimedia platforms, ensuring stability of IT applications and informing members about the possibilities of the communication tools.
R7.	Organisational aspects	Quality issues related to services and dissemination actions delivered by the network members - loss of credibility of the network because of low quality of services delivered by its members.	3	5	15	The network members shall prepare a quality assurance plan that include the quality measures and standards for actions and services in the network. Each member shall comply with the



A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
						quality assurance plan when organising events and/or services initiated by the network.
R8.	Financial aspects	Members only being prepared to finance own costs within the network, little support for joint cost financing.	3	5	15	The founding consortium should include the network financing model in the memorandum of understanding or its bylaws. Each member should commit to bear the costs of the network jointly.
R9.	Financial aspects	Too little budget in comparison to the financial needs to reach scale of dissemination activities and their required quality level in order to ensure the network's credibility in the regional, national ecosystem.	3	5	15	The founding consortium should include the network financing model in the memorandum of understanding or its bylaws. This model should distinguish the minimum threshold of network activities for which minimum payment by each member is requested from additional activities for which only those members shall pay that commit to it.
R10.	Financial aspects	Too little budget for joint marketing and branding activities - lack of visibility of the network in the technology sector and in the agricultural sector.	2	3	6	The network shall apply a step-by-step approach without large scaling activities. As such the network shall start with activities directed to those organisations that were identified in the Transform 4.0 project.

A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
						Additionally, the network members shall cooperate with regional/national branch organisations and present the Transform 4.0 technology portfolio during branch events. Through synergy cost optimisation can be managed.
R11.	Financial aspects	Lack of transparency in cost accounting by the members, mistrust about the gap between declared and real financial engagement by the network members.	1	3	3	The network shall follow a transparent budgeting approach of costs related to joint activities, to the operational activities of the secretariat and to the multimedia actions of the multimedia/marketing specialist. The General Assembly shall vote on the budget and the cost per member to secure business continuity of the network.
R12.	Financial aspects	Lack of external financing opportunities dedicated for testing and implementing precision farming technologies - lack of interest by target groups to take part in network activities and services as a result of a lack of perspectives to acquire financial means (public funding, bank loans) from support programmes.	3	4	12	The network members shall maintain contacts with regional and national funding organisations and support local farmers in preparing projects.  The network members shall organise information meetings with farmers (in cooperation with local/regional advisors) to present financing opportunities.

A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
R13.	Financial aspects	Lack of interest from the part of financial institutions (banks, risk capital funds) to support companies in deploying precision farming technologies.	3	4	12	The network members shall maintain contact with those financial institutions engaged already in agricultural branch associations and events for farmers. These financial institutions specialised in financing farming business shall receive information from the network members on benefits of precision farming technologies and invited to joint information campaigns.
R14.	Competencies aspects	Competencies related to selected technology fields (focus) are stronger outside the network than within the network - low competencies' credibility of the network among stakeholders.	2	4	8	The network should invite other technology centres and teams of universities and research organisations to join the network. The founding consortium has already identified such organisations in previous analyses.
R15.	Competencies aspects	Members not making available their experts for joint network activities - the network services treated as the second-best option, only after the individual competitive interests in the market are being met.	3	4	12	The network secretariat shall communicate with its members through the contact person, who should have good insight in the experts available in the specific organisation. For joint actions, the network secretariat shall file a request to the members in due time in order to


A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
						ensure the required experts are engaged.
R16.	Competencies aspects	High-technology orientation among employees at the network members' but with little client-oriented thinking - difficulties in communication between members' personnel and employees from the stakeholders.	1	4	4	The founding consortium is composed of a variety of organisations, of which business support organisations have a long tradition in client-oriented thinking. They will play the role of intermediaries between scientific personnel and farmers in proof-of-concept projects.
R17.	Ecosystem aspects	Conflict of interest at the level of network members because of their role in other consortia, networks.	2	5	10	The credibility of the network is related to the engagement of its members. The founding consortium believes in the value of the network and shall prevent from conflicts of interests. The memorandum of understanding or its bylaws should include stipulations concerning conflict of interest and appropriate procedures in case of non-compliance.
R18.	Ecosystem aspects	Little visibility of the network in regional, national agricultural ecosystems (dominating role of national branch organisations).	3	4	12	Branch organisations have a long tradition in the regions.  The founding consortium shall continue cooperation with the identified branch organisations that


A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
						<p>where also involved in the project activities.</p> <p>The network of excellence shall start on a small scale to show its relevance through practical cases of proof-of-concept projects and technology investment projects as a result of supporting farmers.</p>
R19.	Ecosystem aspects	Difficulties in reaching stakeholders on regional, national level because of lack of information about these stakeholders.	1	3	3	The founding consortium has good insight in the stakeholders. Analyses provided during the Transform 4.0 project allowed to identify several stakeholder groups to which the network's activities shall be addressed in the first place. Systematically this group shall be enlarged by means of information campaigns and cooperation with branch associations.
R20.	Legal aspects	Disputes among the members blocking the network's activities, creating confusion among the stakeholders.	3	3	9	Taking into account the specific characteristics of the planned activities, the consortium should foresee procedures for tackling disputes and other problems between members.


A	B	C	D	E	F	G
Nb.	Risk category	Identified risk	Probability (1-5)	Impact (1-5)	Risk assessment (F=D*E)	Mitigation approach
R21.	Legal aspects	Leakages of confidential information - legal proceedings, credibility loss.	3	4	12	Taking into account the specific characteristics of the planned activities, the consortium should foresee procedures to avoid leakages of confidential information.
R22.	Legal aspects	Intellectual property right infringement by technology suppliers supported by the network - legal proceedings, credibility loss.	3	4	12	Taking into account the specific characteristics of the planned activities, the consortium should foresee procedures to avoid intellectual property right infringements.
R23.	Legal aspects	Regional, national authorities and their financing units not taking the network into account at the programme planning and implementation stages.	2	2	4	The founding consortium has been into contact with regional and national authorities. S3 policies include farmers' needs through entrepreneurial discovery processes.
R24.	Legal aspects	Lack of compliance with national and European guidelines on counterterrorism, money laundering, fair trade, environmental footprint	2	2	4	The founding consortium members have been providing several international activities and projects. At any time, they have been following European guidelines.

**Risk assessment**

		Impact				
		1	2	3	4	5
Probability	1		R6	R4, R11, R19	R1, R16	
	2		R23, R24	R10	R3, R5, R14	R17
	3			R20	R2, R12, R13, R15, R18, R21, R22	R7, R8, R9
	4					
	5					

 If the risk is present, it will have little effect on the technology / business. The situation does not require special attention from the team.

 If the risk occurs it will have an impact on the technology / business. Intervene appropriately in line with the mitigation approach.

 If the risk occurs, it will have a negative impact on the technology / business. Have a plan B in place, decide when and how to terminate.

## 2.4. Risk mitigation action plan

In case a risk appears, the Management Board should meet to analyse the risk and then prepare a risk mitigation action plan.

Nb.	Risk	Approach	Organisation, person responsible	Resources engaged	Expected outcome	Timeframe