

EO Service Sector Representation



Report T4.2: Representation Brochure

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The final version of this report is also available for download via the eoVox web site (www.eovox.org).

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Executive Summary

The main aim of this brochure is to capture the ‘selling points’ of an EO trade association. It therefore:

- identifies in a systematic but easily digestible way what the range of services could be of an EO trade association.
- describes the process for delivery of each service – this is because the success (or failure) of a service greatly depends on the precise details of how it is provided.
- identifies the beneficiaries and benefits for each service.

This document is linked to Report 4.1 (Analysis of Representation Mechanisms) which will provide more detailed information on the human and financial resources required to deliver an appropriate level of service together with a recommendation on a sustainable and preferred model of income and expenditure.

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1 Introduction

The EO Service Sector Representation project aims to improve market awareness and confidence in the EO service industry sector, by defining the combined capabilities and views of the sector, and using these to evaluate mechanisms for representation of the sector, supporting greater growth and prosperity of the overall European EO service industry.

This report is one output from Task 4 of the study (Define Representation Mechanisms). Figure 1-1 shows a summary of the high level project logic, and the position of this document in relation to other reports and tasks of the study.

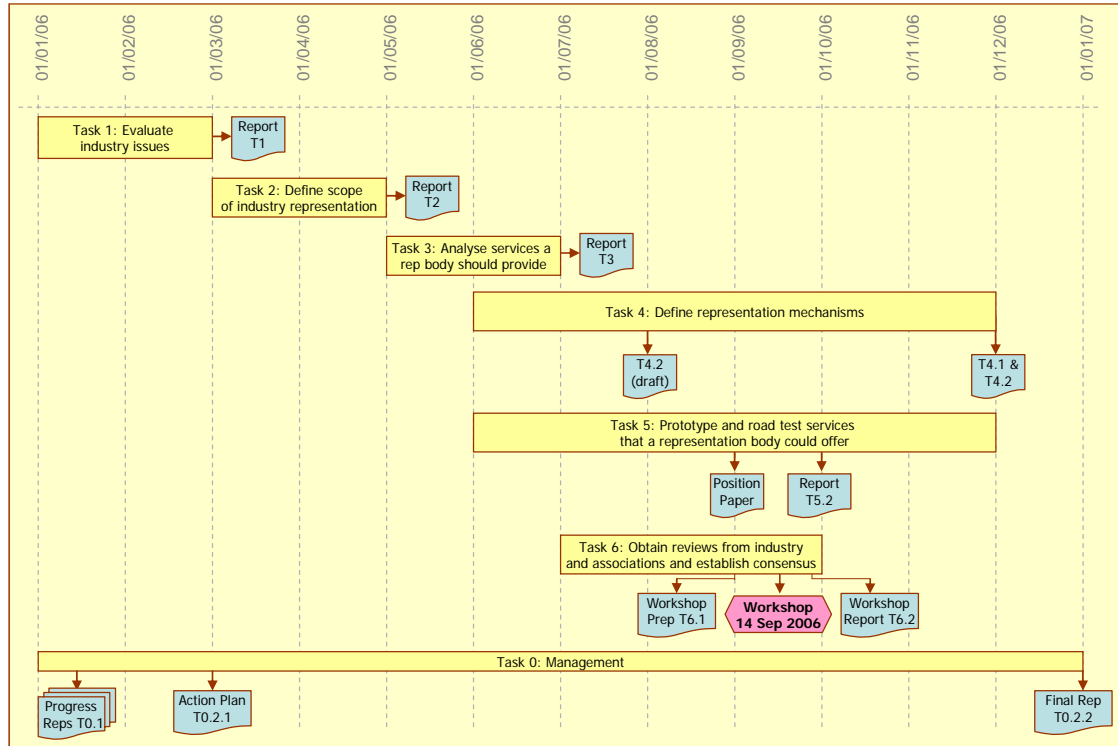


Figure 1-1: eoVox Study Logic and Timing

1.1 Purpose

This document is a **Representation Brochure** defining the **terms of reference and constituent parts of the representation mechanism** for a European/Canadian Earth observation trade association.

The aim of the Task resulting in this report was defined as follows in the ESA SOW [3]:

- Specify structure and component parts of the representative body:
 - Define the different internal activities that a representation body should perform (see examples in Table 1, section 7; for instance: collect information, liaise with members, analyse and consolidate information, produce report, organise working groups, organise events, do presentation, etc)
 - Present a model for the structure of the representation body, its status and rules (e.g. legal / tax structure and Governance structure, etc) location and staffing (e.g. Executive Director and a team, management board, functional logistics, etc)
 - Define membership criteria and structure (e.g. full membership for

companies/organizations or associations; associate; supporting; sponsor; etc)

- Specify who is to be represented and how additional VACs can be included within the representation activities

Deliverable T4.2: Representation brochure defining terms of reference and constituent parts of the representation mechanism (First draft for review by industry & industry associations; for public distribution).

Figure 1-2: Objective of this Task within the eoVox Project

The main aim of this brochure is to capture the ‘selling points’ of an EO trade association. It therefore:

- identifies in a systematic but easily digestible way what the range of services could be of an EO trade association.
- describes the process for delivery of each service – this is because the success (or failure) of a service greatly depends on the precise details of how it is provided.
- identifies the beneficiaries and benefits for each service.

This document is linked to Report 4.1 (Analysis of Representation Mechanisms) which will provide more detailed information on the human and financial resources required to deliver an appropriate level of service together with a recommendation on a sustainable and preferred model of income and expenditure.

1.2 Change Control

A draft of this document was produced for the eoVox stakeholders’ consultation workshop held at ESA-ESRIN, Frascati, on 14th September 2006. The document was summarised in the workshop and subsequently made available for comment.

This is the final version of the document, taking into account the views of stakeholders expressed at the Workshop and subsequent feedback during the open review process.

1.3 Scope

This document covers the following topics:

Section	Description
Section 1	Introduction (this section): Defines the purpose and scope of this document and lists external references and abbreviations used.
Section 2	Benefits of Participation: This section presents and analyses a potential list of services that could be offered by an EO trade association, and identifies the beneficiaries of each and the value to them.
Section 3	TA Governance – Key Features: This section identifies the most important aspects of how the EOTA is structured and governed, examining aspects such as purpose, membership, structure and key procedures
Section 4	TA Members – Roles and Benefits: This section identifies the key stakeholders in the TA with the responsibilities of each stakeholder and the benefits arising to that stakeholder through active participation.

Table 1-1: Topics addressed in this document

1.4 References

No.	Title/Description	File Reference	Version
1	LogicaCMG Management Proposal for EO Service Sector Representation	UK/2004/7852	Issue 1.0 24/10/2005
2	LogicaCMG Technical Proposal for EO Service Sector Representation	UK/2004/7361	Issue 1.0 24/10/2005
3	ESA Statement of Work	EOEP-EOMD-EOPS-SW-05-0001	Issue 1.0
4	“The State and Health of the European EO Service Industry” VEGA Group, Booz Allen Hamilton.	EOMD.REP.0.18	Issue A 24/09/2004
5	eoVox Report T1: Analysis of Industry Issues for Representation	EC201705:06.04	Issue 1.4 08/05/2006
6	eoVox Report T2: Analysis of Scope for Representation	EC201705:06.05	Issue 1.0 02/06/2006
7	eoVox Report T3: Analysis of Services of an Industry Representation Body	EC201705:06.06	Issue 1.0 19/07/2006
8	eoVox Consolidated Position Paper	EC201705:06.08	Draft 0.12 06/09/2006
9	eoVox Task 5: EO Industry Brochure	EC201705:11.01.06	Draft 06/09/2006
10	eoVox Task 5: Plan for EOPAGES	EC201705:11.01.04	Issue 1.0 03/08/2006

Table 1-2: List of Reference Documents

1.5 Abbreviations Used

Abbr.	Description
AGI	Association for Geographic Information
AGM	Annual General Meeting
AIPAS	Associazione Italiana PMI Per L’Aerospazio
BARSC	British Association of Remote Sensing Companies
BIC	Business Innovation Centres
CEOS	Committee on Earth Observation Satellites
EARSC	European Association of Remote Sensing Companies
EARSeL	European Association of Remote Sensing Laboratories
EC	European Commission
EO	Earth Observation
EOEP	EO Envelope Programme
EOMD	Earth Observation Market Development
EOTA	Earth Observation Trade Association
ESA	European Space Agency

Abbr.	Description
ESRIN	European Space Research Institute
EU	European Union
EUMETSAT	European Organisation for the Exploitation of Meteorological Satellites
EURISY	An independent body, fostering collective actions for bridging space and society
EUROGI	European Umbrella Organisation for Geographic Information
FP7	Framework Programme 7
GEOSS	Group on Earth Observation System of Systems
GMES	Global Monitoring for Environment and Security
ICT	Information and Communication Technologies
IEEE	Institute of Electrical and Electronics Engineers
IFPI	International Federation of the Phonographic Industry
INSPIRE	INfrastructure for SPatial InfoRmation in Europe
INVEsat	A European initiative which aims to bridge the gap between innovative small and medium sized enterprises and financial investors in the emerging markets of satellite Earth observation, navigation, timing, geo-positioning and telecommunications applications.
IPR	Intellectual Property Rights
IRC	Innovation Relay Centre
ISPRS	International Society for Photogrammetry and Remote Sensing
KOM	Kick Off Meeting
MoU	Memorandum of Understanding
OGC	Open Geospatial Consortium
PR	Public relations
RS	Remote Sensing
RTD	Research and Technology Development
SIG	Special Interest Group
SME	Small/Medium Sized Enterprise
SOW	Statement of Work
TA	Trade Association
TBA	To be agreed
TTN	Technology Transfer Network
VAC	Value Adding Company
VHR	Very High Resolution
WG	Working Group

Table 1-3: List of Abbreviations Used

2 Benefits of Participation

2.1 Introduction

This section presents a **potential** list of services that **could** be offered by an EO Trade Association. The precursor survey [4] identified three main roles of an EO Trade Association, these were:

- to promote the combined capabilities of the EO Service Sector
- to act as a common voice for the industry
- to establish synergies by facilitating collaboration with non-EO players.

Further research carried out in the eoVox study [5] showed that some companies have strong views on what a TA should not do:

- It should not be concerned directly with commercial activities, which is the day to day business of companies – though it can have a role in facilitating companies to carry out these activities.
- It must not just be a voice for the large companies and should not be driven just to serve the aims of the big players. Small VACs must have a voice.
- It must never be in competition with its members.
- It must not be a closed ‘club of friends’ or a talking club. It must be open and transparent in its processes.

A revised “wish list” of the main roles of an EO Trade Association, emerged from the questionnaire [5] and subsequent analysis [6, 7] carried out in this study:

- Raising general awareness of the industry in the market
- Promoting networking and communication amongst members
- Facilitating the promotion of members’ capabilities – including export
- Representing the interests of the industry as a whole
- Professional lobbying to influence future EO programmes.

This “wish list” was further developed in Task 3 [7] as shown in the figure below. There are two sections. The upper one (in blue) shows services that are internal to an EOTA whilst the lower (grey) section shows services delivered in collaboration with other associations/agencies.

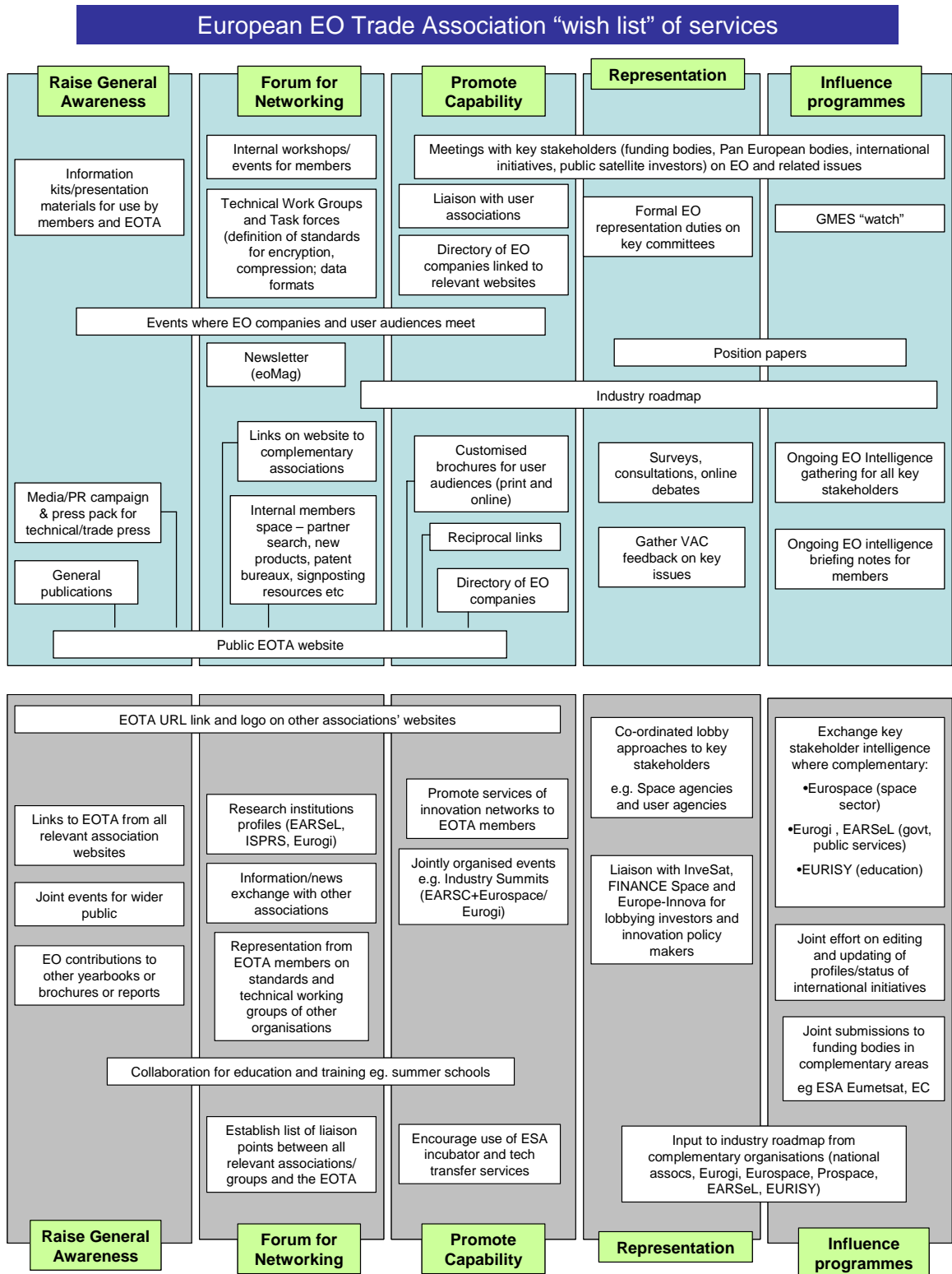


Figure 2-1: Potential Services of an EOTA

In this document, the general services identified above are now expanded into a specific set of service oriented activities that would be managed and executed by an EOTA. The services are described using the present tense so that they are as easy as possible to comprehend.

2.2 Benefits and Beneficiaries

Against each service the beneficiaries and the benefits are identified. Special attention has been paid to identifying clear “wins” for VACs.

Most importantly each description also identifies participation as an activity that delivers tangible benefits to the person/organisation carrying out the role. This is because members only get involved and voluntarily devote time to a TA activity if they see benefits resulting for themselves.

When implemented, a monetary value could be placed on direct tangible benefits. The TA needs to demonstrate that total benefits are worthwhile – i.e. tangible benefits exceed the cost of being a member. It is noted that the cost of being a member is always more than the membership fee or additional charges, because there is a time, travel and opportunity cost associated with participating in the activities of the association.

Beneficiaries were analysed in detail in eoVox report T2 [6]. In the following sections ‘shorthand’ terms for particular groups of beneficiary have been used. For those terms which are not self explanatory the table below provides more precise definition.

Beneficiary	Definition	Example
Contributing member	A member company of a TA that offers special resources (knowledge, effort, content, equipment, accommodation, data etc.) to support an activity of the TA.	Providing text and graphics about products and services.
Participating member	A member company of a TA that sends a representative to join in the activity of a TA.	Attending a workshop organised by the TA.
Subscribing member	A member company of a TA that pays for an additional service delivered by the TA.	Buying space in an “industry showcase” published by the TA.
International stakeholder	An organisation which has good reason to be interested in the success of the EO value adding industry and whose interests are above the national level.	Typically EC Directorates, space agencies, other trade associations, multi-national customers etc.

It is important to explain that the above are not ‘membership grades’. Any TA member is free to contribute to, participate in or subscribe to each individual activity organised by the TA (and equally may choose not to do so). The above terms are used to differentiate the advantages that members might gain depending on the type of commitment they make - in addition to paying membership fees.

2.3 Raise Awareness of EO

The services in this section are related primarily to raising awareness of EO.

Service A1		Purpose
User-focused Promotional Material		Raise Awareness of EO Attract new customers
Process:		
<p>The TA prepares and maintains an attractive, professionally laid out industry brochure describing what EO can do for commercial and institutional users.</p> <ul style="list-style-type: none"> • It is organised by vertical markets (i.e. application areas). • It is neutral with respect to member companies, representing the industry as a whole. • It can feature members products and services to make general points about the industry's capabilities. • It is prepared by the TA secretariat but TA members are consulted about the content. • Content provided by members is requested and welcomed. • The industry brochure is updated every 1-2 years. • International funding may be requested by the TA – depending on the development state of the industry. <p>Distribution</p> <ul style="list-style-type: none"> • Hardcopy at events • Directly mailed/e-mailed using the TA external mail list • Downloadable from the TA web site. 		
Target	Upstream and downstream industry	
Concrete Example	<p>1) A prototype example of this service describing the industry as a whole is provided by [Ref 9] which is available for open consultation at www.eovox.org</p> <p>2) ESA EOMD thematic sector booklets http://www.eomd.esa.int/booklets/booklet_segment.asp</p>	
Beneficiary	Benefit	Value/Impact
All Members	Gain attention from audiences that members may be unable to access individually.	Indirectly stimulates sales enquiries
Contributing members	Promote specific products and services	Directly stimulates sales enquiries
TA	Builds credibility and reputation	Members benefit
Brochure editor	Demonstrates a portable achievement	Career development
International stakeholders	Transfer an industry development activity to the private sector.	Support development of the industry.

Service A2		Purpose
Maintain an External Contact List		To enable distribution of brochure, newsletter, announcements of workshops, press releases etc.
Process:		
The TA prepares and maintains a mailing list of stakeholders and influencers. It contains names and contact details for: <ul style="list-style-type: none"> • Key staff in international agencies, EU directorates • Staff in all member companies • Executive/secretariat members in related Associations (EARSeL, EUROGI, EURISY, ISPRS etc.) • Press/Media contacts • Contact points in other information networks (e.g. downstream trade associations). • Prominent representatives of downstream and upstream industries. • Prominent representatives of the international research community. • Potential investors and financiers. Maintenance <ul style="list-style-type: none"> • Continuously maintained (request feedback of changes from recipients) • Annually reviewed/updated by the Board. • Members are able to request additions • NB The list is maintained by the Secretariat and is not available to members – this a) encourages members to add customers to the list in confidence and b) ensures that the TA can comply with data protection regulations. 		
Beneficiary	Benefit	Value/Impact
All Members	Gain attention from audiences that members may be unable to access individually.	Extend market reach Stimulate investment
Contributing members	Target customers and potential customers indirectly through the TA without alerting competitors.	Stimulate direct sales
TA	An essential asset.	Members benefit

Service A3		Purpose
Presentations on Behalf of EO Industry		Raise Awareness of EO Promote industry capabilities
Process:		
The TA seeks opportunities at international <i>fora</i> to present a pan-industry viewpoint. Where possible the draft presentation is circulated to all members in advance with an invitation to provide input. At a minimum the TA secretariat reviews and approves the presentation to ensure that a balanced industry view will be presented.		
Beneficiary	Benefit	Value/Impact
All Members	Gain attention from audiences that members may be unable to access individually. Create new opportunities for industry.	Expand the market Stimulate investment
Contributing members	Target customers and potential customers indirectly.	Stimulate direct sales
TA	Build and maintain a reputation for thought leadership.	Members benefit

Service A4		Purpose
Communications/media Services		Raise Awareness of EO Promote industry interests or capabilities
Process:		
<p>The TA provides a range of services directed to the media:</p> <p>Articles The secretariat actively seeks opportunities to place topical articles concerning the EO industry in appropriate magazines and other media (including the yearbooks of other organisations) through its external contact list. The TA prepares the articles or other content. The aim of the articles is to create a positive view of the EO industry whilst representing a balance of all members' interests. Draft content is circulated to members so that they have an opportunity to provide input.</p> <p>Media contact point The TA maintains a contact list of journalists/media representatives (part of Service A2) and annually informs them of a nominated contact point in the TA for public comments.</p> <p>Press pack The TA ensures that suitable press information and content highlighting industry achievements is provided at events which will be attended by media. As a minimum a relevant Industry Brochure is used (Service A1).</p>		
Target	Journalists	
Concrete Example	Article in Space News (upstream) Article in GeoInformation magazine (midstream) Article in Hydro magazine (downstream)	
Beneficiary	Benefit	Value/Impact
All Members	Gain attention from audiences that members may be unable to access individually. Create new opportunities for industry.	Expand the market Stimulate investment
Contributing members	Target customers and potential customers indirectly.	Stimulate direct sales
TA	Build and maintain a reputation as the most reliable and impartial source of industry information.	Members benefit
Author/spokesperson	Demonstrates a portable achievement	Career development

Service A5		Purpose	
Web-site		Raise Awareness of EO Promote industry interests or capabilities Provide a member contact point	
Process:			
<p>The TA prepares and maintains a web site. The web site is designed to promote the industry and deliver internal services to members. One of the design drivers for the web site is to minimise the cost of maintenance so that it is not a burden on the TA's funds. Necessary changes to the site are made promptly so that it is a reliable source of up to date information about and for the EO industry.</p> <p>The web site contains (as a minimum):</p> <ul style="list-style-type: none"> • Contact points in the TA (including contact point for general or media enquiries). • Information about the mission and purpose of the TA. • Newsletters (Service A9). • A list of members with links to their websites. • Proceedings from events organised by the TA (Service A8). • Industry RoadMap (Service D1), Position papers (Service D2) and other publications. • Constitution and organisation. • Information on benefits to members and how to join. • Summary facts and figures (Service A7). <p>The web site may contain a members only area with:</p> <ul style="list-style-type: none"> • downloadable contact list of members (Service B1). • activities of Working Groups, or links to separate WG sites (Services B3 and B4). • meeting minutes (AGM, Board, Working Groups). • certification scheme (Service F1). • member offers (Service F2). • chronological list of announcements (Service B6), including events. • links to technical resources (Service B5). • links to business resources such as IPR agencies (Service B11) Innovation networks (Service C4) and Knowledge transfer schemes (Service C5). • detailed facts and figures (Service A7). <p>In addition, the web site may contain:</p> <ul style="list-style-type: none"> • industry promotion material (Service A1). • members directory of services and products (Service C2). • case studies – with content provided by members (Service C3). • links to other organisations (on condition that they also place a link to the TA). • careers advice (Service F3). 			
Target	Members, Prospective Members, International Stakeholders Upstream, Midstream and Downstream industry.		
Concrete Example	http://www.earsc.org/web/index.php		
Beneficiary	Benefit	Value/Impact	
All Members	Gain attention from audiences that members may be unable to access individually. Create new opportunities for industry.	Expand the market	
All members	Enables business networking with other members.	Saves time/cost when forming teams	
Contributing members	Target customers and potential customers indirectly.	Stimulate direct sales	
TA	Provide a reliable and up to date contact point for industry information.	Members benefit	
Webmaster/maintainer	Demonstrates a portable achievement.	Career development	

Service A6		Purpose	
Awards		Raise Awareness of EO Promote industry excellence	
Process:			
<p>The TA holds an annual competition and award ceremony.</p> <ul style="list-style-type: none"> • Entries are in various categories (TBA). • TA Members are invited to submit a presentation about a product, system or service to the awards panel. Only members can enter the competition. • The awards panel is chaired by an independent person not involved with the TA and selected by the TA Chairman. • Winner(s) are announced and described in the newsletter (Service A9) and by press release (Service A4). • Presentations of the winners are published on the TA web site. • Prizes are determined by the awards panel and approved by the TA board. 			
Target	Members		
Concrete Example	AGI Awards http://www.agi.org.uk/bfora/systems/xmlviewer/default.asp?arg=DS_AGI_AGENDAART_89/firsttitle.xml/115		
Beneficiary	Benefit	Value/Impact	
All Members	Create new opportunities for industry.	Expand the market Raise standards	
Winners	Target customers and potential customers indirectly.	Stimulate direct sales	
TA	Deepen industry influence through the awards panel chairman.	Members benefit	
Awards panel member	Get visibility of leading edge.	Business improvement	
Awards panel chair	Demonstrates a portable achievement.	Career development	

Service A7		Purpose	
Facts and Figures		Raise Awareness of EO Quantify capacity and economic worth Monitor trends	
Process:			
<p>The TA collects and analyses facts and figures about its members on an annual basis. The purpose of this information is to demonstrate the economic worth of the industry – especially showing its processing capacity and indicating its potential for wealth creation. It is designed to appeal to policy makers, programme planners and investors.</p> <ul style="list-style-type: none"> • Data collection is designed to be as easy as possible for participating members (e.g. secure on-line form with only a small number of carefully designed questions). • The questions are designed to allow valid long term trends to enabling year-on-year comparisons. • Only aggregated information is made public. • Information gathered at member level is confidential to the Secretariat (not even board members can access it). • A summary is made publicly available through the external mail list and web site and key figures are used in other communications (Services A1, A3, A4, D1, D6, F3). • A more detailed version is available free to participating members and for sale to non-participants and the public. <p>[The data collected are not as comprehensive as the market studies that international agencies commission, this service is designed to complement rather than substitute such studies.]</p>			
Target	International Stakeholders, Members, Potential Investors		
Concrete Example	Eurospace Facts and Figures http://perso.orange.fr/eurospace/eurospacefandfdata2005cover.jpg		
Beneficiary	Benefit	Value/Impact	
All Members	Gain support and trust for the industry.	Provides reliable data to support cases for public or private investment in the industry.	
Participating members	Receive the full report free	Exclusive information of commercial value	
TA	Deepen industry credibility. May be self funding.	Member benefit Direct sales revenue to the TA	
Analyst	Demonstrates a portable achievement	Career development	

Service A8		Purpose
Organise Public Events		Raise Awareness of EO Networking Promote capabilities of members
Process:		
<p>The TA organises at least one high profile public event each year that allows members to showcase their latest offerings.</p> <ul style="list-style-type: none"> • The TA board or a delegated working group chooses a topical theme, organises the event and ensures it is promoted to maximise attendance of a high quality audience. • May be jointly with another organisation (upstream, midstream or downstream). • The event is designed to allow members to participate in a variety of ways (chair sessions, give presentations, display stands, demonstrations, posters). • All members are invited to participate. • At a minimum level participation is free of charge (e.g. with a poster display or listing in the programme). • The TA board may decide that participation in some activities (e.g. speaking) attracts a sponsorship fee. • Sponsorship opportunities are available to members (e.g. bags, refreshments). • The TA board decides whether attendance at the event is free or a registration fee is to be charged. If a fee is charged then TA members may attend at no charge or at a substantial discount. • The TA promotes the event through its external mail list. • This can be an appropriate event for announcing annual awards (Service A6). • Presentations from the event are published on the TA web site. • With the consent of each delegate, contact details are added to the external mail list. 		
Target	International Stakeholders, Members, Potential Investors, Upstream, Midstream or Downstream industry.	
Concrete Example	<p>BARSC Annual Workshops:</p> <p>2006: http://www.barsc.org.uk/Event%20reports/OES%20Workshop%202006/Event%20report%20-%20Forum%202006.htm</p> <p>2005: http://www.barsc.org.uk/Event%20reports/3&4D%20Forum%202005/Event%20report%20-%20Forum%202005.htm</p> <p>2004: http://www.barsc.org.uk/Event%20reports/VHR%20Forum%202004/Event%20report%20-%20Forum%202004.htm</p>	
Beneficiary	Benefit	Value/Impact
Participating members	Meet potential partners. Meet potential customers. Stimulate ideas for new products and services.	Indirect sales. Free/reduced attendance fee.
Contributing Members	Promote products and services	Direct sales
TA	Sponsorship revenue. Exhibition revenue. Attendance revenue. Develop the contact list.	Revenue. Deliver member benefits.
Delegates	Meet with industry. Understand leading edge..	Get information for make/buy decisions

Service A9		Purpose	
Publish an External Newsletter		Raise Awareness of EO Promote Capability of EO Companies	
Process:			
<p>The TA publishes an e-newsletter at least twice each year.</p> <ul style="list-style-type: none"> • It is prepared by the TA secretariat. • All members are invited to provide content (announce new products and services, new contract wins). • Optionally the newsletter is structured by country. <p>Distribution</p> <ul style="list-style-type: none"> • Hardcopy at events. • e-mailed using the TA external mail list. • Optionally, a hardcopy version is mailed to very important stakeholders. • Downloadable archive of newsletters on the TA web site. 			
Target	International Stakeholders, Members, Potential Investors, Upstream, Midstream or Downstream industry.		
Concrete Example	EOmag - http://www.earsc.org/newsletter/template.php?page=archive		
Beneficiary	Benefit	Value/Impact	
New members	Announcement	Free advertising	
Contributing Members	Promote products and services to audiences that cannot be reached by the company.	Free advertising	
TA	Promote industry and the TA's credibility.	Members benefit	
Newsletter editor	Build direct contact with members Demonstrates a portable achievement.	Career development	
Recipients	Understand industry offerings. Understand leading edge. Archive can provide evidence of a company's sustained performance.	Get free information/ contacts to inform make/buy decisions.	

Service A10		Purpose	
Attract International Stakeholders to TA Events		Raise Awareness of EO Promote industry interests Influence programmes	
Process:			
<p>The TA seeks opportunities to meet with key stakeholders. These meetings are designed to promote the interests and views of TA members and/or to receive useful information about upcoming business opportunities.</p> <ul style="list-style-type: none"> Stakeholders are invited to speak at the AGM and other internal events. Care is taken to ensure that such meetings are transparent for members. <p>Preparation and follow up</p> <ul style="list-style-type: none"> Presentations or key points to be made are drafted in advance of meetings and circulated to members for comment. Presentations given by stakeholders are circulated to members or placed on the members only section of the web site and members are notified by email. 			
Target	International Stakeholders, Members, Potential Investors, Upstream, Midstream or Downstream industry.		
Concrete Example	eoVox workshop Earth and Space Week, Brussels 2005		
Beneficiary	Benefit	Value/Impact	
TA Members	Communicate views and gain information from individuals who cannot interact in this way with a specific company.	Advance industry interests. Gain business intelligence.	
Participating members	Develop personal contact with influencers and decision makers	Can help later follow-up on company business	
TA	Promote the TA's credibility	Members benefit	
International Stakeholder	Demonstrate openness to industry and to other stakeholders (e.g. officials in member states). Gather and test new ideas for programmes. Delegate issues of transparency and fairness to the TA.	Save time. Reduce risk (impartial, open). Achieve high quality dialogue.	

2.4 Forum for Networking

The following services are related primarily to information circulation and networking between TA members. Some of them provide almost direct commercial assistance to members but the majority do so indirectly.

Service B1		Purpose
Maintain a Members List		Facilitate Networking
Process:		
The TA maintains a list of members including contact points. The list is used by the TA for all communications with members. <ul style="list-style-type: none"> The list of member companies and one contact point is published on the TA web site Each member can have multiple contact points in the master list. A concise file (e.g. excel) of member contacts is available free to members (e.g. as a download from the members area of the web site). Members are reminded each year to check that their records are up to date. 		
Beneficiary	Benefit	Value/Impact
TA Members	Listing on the web site	Evidence of commitment to the industry
TA members	Access to membership list	Networking/teaming
TA	Essential tool for managing the association and delivering benefits to members by mail and email.	Core asset

Service B2		Purpose
Social Events for Members		Facilitate Networking
Process:		
The TA holds an annual social event open to all members. Typically this is a lunch or dinner which should be associated with a core activity such as the AGM <ul style="list-style-type: none"> The TA plans and organises the event to maximise the number of members that attend. The venue is chosen and the event is planned to ensure that members have a good opportunity to circulate and make new contacts. A prominent figure from the industry or a key stakeholder may be invited to speak. (i.e. Service A10) Guests from outside industry may also be invited to attend. Attending members may be asked to contribute to the cost of the event, particularly if guests are invited. 		
Target	Members	
Concrete Example	EARSC AGM	
Beneficiary	Benefit	Value/Impact
Participating TA members	Getting to know other members and exchanging views informally.	Teaming and partnering.
Participating TA members	Hearing a stimulating speaker. Meeting influential guests.	New ideas and initiatives. Make new contacts.
Guests/speaker(s)	Get to know the industry in an informal social setting whilst maintaining impartiality.	Demonstrates fairness and commitment to industry. Stimulate new ideas.

TA	Get direct contact with members Increase influence outside the industry.	Members benefit Direct revenue (?)
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Service B3		Purpose
EOTA Technical Working Groups		Facilitate Networking
Process:		
<p>The TA sets up and supports technical working groups on topical subjects of common interest. The main functions of any working group are to ensure that the EO industry's interests are taken into account in the development of new technologies (including standards) and to allow members to develop technology collaboratively. The scope of a technical working group could include equipment, methods, standards, new data sources etc.</p> <ul style="list-style-type: none"> • Any member may propose a new working group. • Each working group is open to all members. • The purpose, members and outputs of each working group are published on the web site in the members' area. • Each working group can use the TA's resources for organising meetings and communicating outputs. 		
Target	Members	
Concrete Example	ISPRS Commissions: http://www.isprs.org/tcwg.html EARSeL SIGs: http://www.earsel.org	
Beneficiary	Benefit	Value/Impact
TA Members	Industry interests are promoted (e.g. in standards)	Risk reduction
Participating Members	Develop technical skills in advance of non-participants	Competitive advantage Staff training.
TA	Delivering service Develop in-depth knowledge to inform and influence TA policy	Member benefit
Working group members	Develop technical skills and personal contacts. Can contribute to continuing professional development.	Career development Help Deliver Service F1.

Service B4		Purpose
External Working Groups		Facilitate Networking Represent the EO Service Sector Promote Industry Interests Influence Programmes
Process:		
The TA seeks opportunities to provide representatives on international working groups, advisory boards or decision making bodies of other organisations. <ul style="list-style-type: none"> • The secretariat identifies a list of targets and the Chairman lobbies for a representative role in writing. • The selection of each representative is a transparent process. • For short term posts the Chairman nominates a representative (subject to Board approval by silent procedure). • For long term posts on prestigious or influential boards the selection process is by open nominations (seconded) followed by a ballot of all members. • Representative roles are re-opened to members every two years. • Where possible travel costs are reimbursed from the organisation concerned. • Before each meeting the TA representative circulates a list of issues to the Board for comment. • After each meeting the representative prepares a note which is circulated to the Board and, when appropriate, to members – provided that confidentiality is not required. 		
Target	ESA, EC, OGC ...	
Concrete Example	EUROGI INSPIRE Working Groups http://www.eurogi.org/bfora/systems/xmlviewer/default.asp?arg=DS_EUROG_PSART_47/firsttitle.xsl/58	
Beneficiary	Benefit	Value/Impact
TA Members	Industry interests are promoted (e.g. in new programmes)	Risk reduction
TA Representative	Develop technical skills, tactical and strategic knowledge and personal contacts	Gain competitive advantage Career development.
TA	Capture in-depth knowledge to inform and influence TA policy Build reputation as a responsible industry with valuable views to contribute.	Member benefit
External Working Group	Get an industrial/commercial perspective. Understand impact on wealth creation.	Gain economic relevance.

Service B5		Purpose
Directory of EO Business Resources		Facilitate Networking
Process:		
The TA gathers and maintains information (or pointers to information) about products, services, facilities, research specialisms and training capabilities relevant to the downstream EO industry. This information is made available to members via the web site. <ul style="list-style-type: none"> • When possible this is done through links to other web sites (e.g. EARSeL) in order to minimise the cost of maintaining the information. • Members are encouraged to register products, services and facilities that they can provide to other members. 		
Target	Members	
Concrete Example	n/a	
Beneficiary	Benefit	Value/Impact
TA Members	Access to information on relevant professional services.	Cost saving

Service B6		Purpose	
Announcement and News Circulation		Facilitate Networking	
Process:			
The TA circulates relevant announcements, papers and news to all members (e.g. by email to the members list). <ul style="list-style-type: none"> • The secretariat ensures that circulated information is edited and presented in such a way that its value can be assessed very rapidly by each member. • Members are permitted to make one promotional mailing a year through this service. 			
Target	Members		
Concrete Example	EARSC email bulletins		
Beneficiary	Benefit	Value/Impact	
TA Members	Receive timely information Maintain awareness of current issues, changes and trends	Make informed business decisions	
Participating Member	Business to business promotion	Free service worth at least €100 pa	
TA	Ongoing evidence of a transparent service bringing benefits to all members.		

Service B7		Purpose	
Collaboration for Education and Training		Facilitate Networking Education and Training	
Process:			
The TA works with international education organisers to develop education and training opportunities suited to the needs of its members. <ul style="list-style-type: none"> • The TA promotes the development of training and education courses that fit around business commitments (i.e. short courses or distance learning). • The TA reviews course curricula to ensure that they are very practical/hands-on and therefore develop skills that can be put into practice in business. • The TA advises on curriculum development. • The TA promotes the courses to members. • The TA receives income from commission on course fees. 			
Target	Members, Universities, Research institutes		
Concrete Example	Summer schools and short courses http://www.itc.nl/education/courses/shortcourses.aspx http://www.mcgill.ca/gec3/summerschool/ http://www.geo.tu-freiberg.de/fernerkundung/short_course_intro.html http://www.noc.soton.ac.uk/lso/teaching/shortcourses.php http://www.silsoe.cranfield.ac.uk/short_courses/api.htm http://www.cazs.bangor.ac.uk/Teaching_and_training/Course%20Info%202005_06/gis_eiaspecial.pdf		
Beneficiary	Benefit	Value/Impact	
TA Members	Availability of specialised training that is suited to commercial needs	Increased staff productivity	
TA	Revenue from training	Income €xx	

Service B8		Purpose	
Information Filtering		Assist Members Commercially	
Process:			
The TA receives planning papers about forthcoming programmes and opportunities from a variety of sources (e.g. international agencies such as ESA, EC, Eumetsat) and extracts the commercially valuable content into a condensed and rapidly digestible form. <ul style="list-style-type: none"> • The TA negotiates with agencies to receive programme/council papers that can be made available to industry. • The original papers are circulated to all members. • The TA rapidly prepares a digest. • The digest is circulated to subscribing members for an additional charge. 			
Target	Members		
Concrete Example	n/a		
Beneficiary	Benefit	Value/Impact	
TA Members	Access documents which would otherwise not be available.	Informed business decisions	
Subscribing Members	Better and timely awareness of factors impacting the business. Save time and make better decisions.	Competitive advantage	
TA	Benefit delivered to all members. Helps agencies maintain healthy competition, promotes good governance and transparency. Revenue from the digest covers the cost of employing a skilled summariser.	Enhance reputation and trust Income €xx	

Service B9		Purpose	
Coordinate with National Associations		Facilitate Networking Representation of EO Service Sector	
Process:			
The TA works with national EO associations <ul style="list-style-type: none"> • the TA takes responsibility for lobbying at European level but consults with national associations in order to develop its policy, lobbying points and position papers (Service D2). • An agreed subset of TA membership benefits is made available to national TA members through their national TA. • The national TA can make lobbying points to its national (i.e. member) delegations. 			
Target	BARSC, AIPAS		
Concrete Example	n/a		
Beneficiary	Benefit	Value/Impact	
National TA	Delegates international lobbying to the international TA	Saves effort	
National TA Members	Gain some international TA benefits	Added value	

TA	National TA subscription. Evidence of consultation with national TA's strengthens its case. National TA can lobby on points of common interest to national delegations (i.e. who sit on the programme boards/councils of international agencies) - an international TA does not have a government delegation associated with it.	Income. Stronger voice. Access to influencers and decision makers at national level.
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Service B10		Purpose	
Facilitating Business Opportunities		Facilitate Networking Assist Members Commercially	
Process:			
The TA assists members to pursue business opportunities and customers to access the industry (where it makes business sense for members, and provided that there is no conflict of interest): <ul style="list-style-type: none"> On request, the TA can facilitate members to form consortia e.g. by creating <i>ad-hoc</i> working groups or setting up meetings between members. When requested to do so by a contracting organisation the TA notifies all its members of tender opportunities. NB The TA does not circulate business opportunities that are a) already disseminated using announcement services b) selective/confidential.			
Target	Members		
Concrete Example	n/a		
Beneficiary	Benefit	Value/Impact	
Contracting organisations	Simultaneously access all the TA's members when initiating tendering processes.	Demonstrates fairness.	
Participating TA Members	Find partners more easily. Make propositions which represent a cross section of the industry.	Reduced cost of sale Increased chance of success (for some prospects).	
TA	Strengthens reputation for impartiality.	Can occasionally lead to very high value benefits to members.	

Service B11		Purpose	
Links to Innovation/IPR agencies		Facilitate Networking Assist Members Commercially	
Process:			
The TA gathers and maintains information (or pointers to information) about services related to the registration of copyright, designs, patents and other intellectual property. This information is made available to members via the web site. <ul style="list-style-type: none"> When possible this is done through links to other web sites (e.g. European Patent Office) in order to minimise the cost of maintaining the information. The TA invites specialist agents/companies in each country to provide a listing/link on the members area of the TA web site (for which agents pay either commission or a flat annual fee - TBA). The TA collects voluntary feedback from members regarding the quality of service provided by IPR management agencies. 			
Target	Members, Agencies		
Concrete Example	n/a		
Beneficiary	Benefit	Value/Impact	
TA Members	Easy access to information on relevant professional services. Quality assurance via the TA.	Revenue maximisation. Cost saving	
Agencies	Access to a market for their services.	Increased Sales	
TA	Fee/commission from agencies.	Income	

2.5 Promote Capability of EO Companies

The services in this section are related primarily to promoting the capabilities of EO companies – or helping EO companies to promote themselves in such a way as to reach influencers and potential customers in ways that they cannot achieve individually.

Service C1		Purpose	
Attend Meetings with International Stakeholders		Promote Capability of EO Companies Influence Programmes	
Process:			
The TA sets up and leads meetings between its members and international stakeholders such as the EC, ESA and other international bodies, including multi-national private sector organisations (e.g. user associations). <ul style="list-style-type: none"> The TA promotes the capabilities of the industry as a whole in the context of international programmes and international markets. The TA develops specific policies and proposals which it presents to international stakeholders following consultation with TA members. Targeted visits are organised with a small delegation of members. The TA's objective in setting up such meetings is to ensure that <ol style="list-style-type: none"> programmes are designed to make maximum use of EO industry products and services. potential international markets are made aware of what the EO industry can offer. The TA ensures that members have an opportunity to present their own products and services at such meetings – without overtly “selling”. Industry Meetings with international stakeholders may be organised as part of a public event (Service A8). 			
Target	Members, International stakeholders		
Concrete Example	EARSC 2006 Paris meeting on GMES http://www.earsc.org/web/pdf/EARSCWorkshopRecommendationsParis210306.pdf Earth and Space week 2005: EO Business Summit http://ec.europa.eu/research/conferences/2005/esw/events/article_2009_en.htm		
Beneficiary	Benefit	Value/Impact	

TA Members	The TA ensures that very long term prospects take industry interests into account.	Cost saving. Creating sustainable business.
Participating TA Members	Direct promotion.	Indirect and direct sales.
TA	Secures long term interests which smaller individual members cannot devote time to.	Members benefit (especially SMEs).

Service C2		Purpose
Directory of EO Companies and Services		Promote Capability of EO Companies
Process:		
<p>The TA publishes a web-based directory of EO companies and services.</p> <ul style="list-style-type: none"> The directory is designed to provide an information/inquiry service for private and public sector customers in the downstream market. The directory has high visibility on the web (e.g. it is set up as a domain in its own right which is linked from the TA web site). Members provide and maintain their entries through a secure on-line edit interface. The TA secretariat assists members to keep the quality and freshness of the content by reviewing it annually. The TA secretariat proactively reminds participating members to update their content in response to events. The TA actively promotes the directory in all its other outreach activities (e.g. url on publications, web site, email footers, link exchange etc.). Initial funding to support the site is sought from International Stakeholders. Registration as a potential customer is free. Registration as a provider is free, but is only available to TA members. The TA collects and analyses statistics on usage (including "click throughs" to the web sites or email addresses of TA members). The TA solicits feedback on successful outcomes from customers and TA members. Usage statistics and (anonymised) outcome descriptions are circulated to all members. Maintenance of the directory infrastructure is funded by a levy on the annual TA subscription of participating members. 		
Target	Members Upstream, Midstream and Downstream industry	
Concrete Example	A prototype example of this service is provided by [Ref 10] which is available for open consultation at www.eovox.org	
Beneficiary	Benefit	Value/Impact
Participating TA Members	Gain new customers.	Indirect and direct sales.
International stakeholders	The TA takes on a role which has to date been carried out by public sector stakeholders.	Reduce recurring costs. Develop the identity of industry in an emerging market.
TA	Provide an added value service, exclusively to members, but which is also revenue neutral.	Income
Customers	A transparent resource for customers which provides good visibility of the whole industry.	Better procurement decisions.

Service C3		Purpose
Promotion Material - member showcase		Promote Capability of EO Companies
Process:		
<p>The TA prepares and publishes in hardcopy a showcase that enables its member companies to promote their products, services and facilities.</p> <ul style="list-style-type: none"> • The TA is responsible for the overall layout to ensure a uniform style. • The publication includes a free listing of all TA members. • Members can buy space in the showcase (e.g. 1 – 2 pages). • The content is provided by members. • Drafts are provided to all participating members for proofing. • In order to minimise the cost to members, partial funding may be requested by the TA from international stakeholders – depending on the development state of the industry. • The TA prepares a distribution plan and actively seeks further opportunities to distribute the showcase. • The member showcase is printed in bulk and updated every 1-2 years. <p>Distribution</p> <ul style="list-style-type: none"> • Each member receives a small number of free copies and can request further copies. • Hardcopy at events (including events promoted by other organisations). • Directly mailed/e-mailed using the TA external mail list. • Downloadable softcopy from the TA web site. 		
Target	Upstream, Midstream and Downstream industry	
Concrete Example	1) Sky and Space week http://www.earsc.org/web/pdf/eoindustrysummit.pdf 2) BARSC member brochure http://www.barsc.org.uk/Event%20reports/UK%20Industrial%20Capability%20in%20EO%20web.pdf	
Beneficiary	Benefit	Value/Impact
TA Members	Free listing	Register presence in market
Participating TA Members	Showcase products, services and facilities – alongside other companies. Reach potential customers indirectly.	Value for money, high quality, well targeted 'soft' marketing and sales promotion.
TA	Promote the industry as a whole whilst providing a highly visible service for members.	Gain approval of agencies. Inform new customers
International stakeholders	A co-funding stakeholder can promote itself as a sponsor. TA can carry out this activity more rapidly and at lower cost than a public body. Takes on a role which the stakeholder may have funded fully.	Good PR for the stakeholder. Saves public money.

Service C4		Purpose	
Promote Business Innovation Networks		Promote Capability of EO Companies	
Process:			
<p>The EC, and other international organisations (e.g. ESA Innovation triangle), have programmes to establish business innovation networks and to make supply chains more efficient. The TA helps its members to understand and make best use of these programmes.</p> <ul style="list-style-type: none"> • The TA Secretariat carries out research into business innovation networks that may be suitable for its members. • The TA circulates information about business innovation networks to all members (Service B6). • The TA secretariat takes the initiative to understand, summarise and explain to its members how successful innovation networks function by organising briefings for members (possibly with international stakeholders – Service A10). • Subject to Board approval the TA may apply directly for grant funding – for example to help its SME members participate in networking, benchmarking, technical working groups or other activities related to innovation. 			
Target	Members, International Stakeholders		
Concrete Example	Innovation Relay http://www.innovationrelay.net/home.cfm Business Innovation Centres www.ebn.be		
Beneficiary	Benefit	Value/Impact	
TA Members	The TA carries out research and finds opportunities to support innovation.	Save staff time on research. Create opportunities (especially SMEs) Potentially high value outcomes.	
TA secretariat staff	Learn about and get experience in managing innovation.	Career development	
TA	Provides a funded service to members. Aligns with economic development doctrine followed by key stakeholders.	Occasional high value revenue €xx. Enhances reputation. Demonstrate value to SMEs.	
Funding body	TA provides an efficient route to SMEs	Effective use of public funds.	

Service C5		Purpose
Promote Incubators and Knowledge Transfer		Promote Capability of EO Companies
Process:		
<p>Various international organisations have programmes to incubate new business and to achieve knowledge transfer from research organisations. The TA helps its members to understand and make best use of these programmes.</p> <ul style="list-style-type: none"> • The TA Secretariat carries out research into business incubation and knowledge transfer schemes that may be suitable for its members. • The TA circulates information about these schemes to all members (Service B6). • The TA secretariat takes the initiative to understand, summarise and explain to its members how incubation and knowledge transfer works by organising briefings for members (possibly with key stakeholders – Service A10). • Subject to Board approval the TA may apply directly for grant funding – for example to help its SME members participate in business incubation and knowledge transfer activities. 		
Target	Members, International Stakeholders, Research organisations	
Concrete Example	ESA Technology Transfer Network (TTN) http://www.esa.int/SPECIALS/Technology_Transfer/SEMALURMD6E_0.html	
Beneficiary	Benefit	Value/Impact
TA Members	The TA carries out research and finds opportunities to support business incubation suitable for existing members.	Save staff time on research. Create opportunities (especially SMEs) Potentially high value outcomes.
TA Secretariat staff	Learn about and get experience in managing knowledge transfer.	Career development
TA	Provides a funded service to members. Aligns with economic development doctrine followed by key stakeholders.	Occasional high value revenue €xx. Enhances reputation.
Funding body	TA provides an efficient route to access companies.	Effective use of public funds.
IPR owners	TA provides an efficient route to access companies.	Easy way to find candidates for knowledge transfer.

2.6 Representation of the EO Service Sector

The services in this section are related primarily to the EO industry (within the TA's territory) and representing the interests of all the member companies.

Service D1		Purpose
Maintain an Industry Roadmap		Represent the EO Service Sector Promote Capability of EO Companies Influence Programmes
Process:		
<p>The TA maintains a document which describes the current state and possible future evolution of the EO downstream industry. The road map looks forward 5, 10 and 15 years.</p> <ul style="list-style-type: none"> • The roadmap is drafted by a specially convened working group. • Facts and Figures (Service A7) are used as an input for the current state. • The roadmap identifies trends, barriers, opportunities and financing requirements related to the healthy development of the industry. • Input to the roadmap is solicited from complementary organisations (e.g. key stakeholders, National TAs, Eurogi, Eurospace, EARSeL, EURISY etc.). • The TA secretariat ensures that all members are consulted on the draft roadmap. • The TA Board approves the roadmap. • The roadmap is updated every 2-3 years. • Key stakeholders are requested to defray preparation costs (e.g. travel and time costs for the working group). <p>Use</p> <ul style="list-style-type: none"> • The TA Board uses the roadmap to guide its internal strategy and public policies • The roadmap is published on the members area of the TA web site • The roadmap (possibly as a synopsis) is provided to specific stakeholders (e.g. Agencies, Financiers) to help guide their long term decision making. 		
Target	Members, International Stakeholders, Investors Upstream, Midstream and Downstream Industry	
Concrete Example	Roadmap in [Ref 8] page 20 which is available for open consultation. http://www.eovox.org/documents_files/EOVOX%20Position%20Paper%20v0.12.pdf	
Beneficiary	Benefit	Value/Impact
TA Members	Share a common perspective on where the industry is going.	Better business strategy
Participating TA Members	Influence the direction of the industry and thus the success of their business.	Proactive business strategy
Working Group Members and Chairman	Develop personal contacts and industry knowledge.	Proactive business strategy Portable achievement
TA	Revenue neutral Guide policy and strategy.	€x income Improve decisions and strengthen policies.
International Stakeholders	Obtain guidance and support for long term decisions	Better programmes

Service D2		Purpose	
Prepare Position Papers		Represent the EO Service Sector Promote Capability of EO Companies Influence Programmes	
Process:			
<p>The TA prepares position papers to state the case for EO Service Sector interests.</p> <ul style="list-style-type: none"> • Papers are prepared by the Chairman or by a delegated working group. • Drafts are circulated to members for comment. • Each position paper is targeted to a specific purpose and a well defined target audience – for example a paper may be designed to influence the policies, programmes or budget allocations of a key stakeholder or it may be designed to influence business decisions made by members. <p>Publication</p> <ul style="list-style-type: none"> • Position papers are circulated to all members (Service B6) and are also published on the members' area of the web site. • At the Chairman's discretion, position papers may be distributed to national TAs (Service B9). • Papers are mailed or e-mailed to the target audience. • At the Chairman's discretion, position papers may be distributed with the external newsletter (Service A9) and published on the TA web site (Service A5). 			
Target	Members, International Stakeholders, Investors Upstream, Midstream and Downstream Industry		
Concrete Example	[Ref 8] which is available for open consultation: http://www.eovox.org/documents_files/EOVOX%20Position%20Paper%20v0.12.pdf		
Beneficiary	Benefit	Value/Impact	
TA Members	Secure favourable business conditions possibly including finance supporting development of the sector.	Potentially very high value e.g. favourable programmes, continuity of good data.	
Participating TA Members	Represent specific business interests.	As above - but tuned to the business.	
Author	Develop contacts with members and stakeholders. Demonstrate a portable achievement.	Career development	
TA	Realise a clear identity, purpose and value for the sector.	Deliver member benefit.	
Target audience	Gain insight into the EO sector. Provide strong cases to support a particular course of action or policy.	Better policy and action.	

Service D3		Purpose	
Pro-active Dialogue with Stakeholders		Represent the EO Service Sector Influence Programmes	
Process:			
<p>The TA maintains contact with key stakeholders; ensuring dialogue is maintained every 1-2 months.</p> <ul style="list-style-type: none"> A short list of stakeholder contacts is maintained by the TA, this list contains contact points for specific programmes in international organisations and officers of other associations. Key stakeholders are occasionally invited as observers to meetings of the Board or Working Groups. A representative of the TA (e.g. Secretary General, Chairman or delegated board member) may phone or visit stakeholder contacts on a regular basis. Information gathered by these routes is written up in briefing notes that are circulated to the Board and, if not confidential, may be disseminated to members. <p>NB this is complementary to and less formal than services A10 and C1 (which are specifically designed to introduce members to stakeholders).</p>			
Target	International Stakeholders		
Concrete Example	n/a		
Beneficiary	Benefit	Value/Impact	
TA Member	Get timely information on current events.	Better informed business decisions.	
TA Board member	Timely and exclusive access to more sensitive news.	Better informed business decisions.	
Participating member	Deepen business relationships	Career development.	
TA	Gain insight into factors influencing stakeholders. Learn about current events.	Better policy and action.	
Stakeholders	Gain insight into the EO sector. Learn about current events.	Better policy and action.	

Service D4		Purpose	
Consult with Members		Represent the EO Service Sector	
Process:			
<p>The TA often needs to provide its view in response to other organisations. For example:</p> <ul style="list-style-type: none"> The TA is asked to comment on policy or strategy documents or plans being prepared by international organisations. E.g. white and green papers, draft legislation, draft directives, etc from the EC, the European Parliament and even national government departments – e.g. on environmental issues – would benefit from a coordinated EO TA industry response. The TA is asked to respond to government (European and perhaps national) official consultations. The TA may become aware of a planned action by an external organisation that will have an impact on the EO service sector. <p>In preparing its response the TA consults with members through the following methods.</p> <ul style="list-style-type: none"> The Chairman (or a delegate member) may draft a response and circulate it to the Board for comment. The Chairman (or a delegated member) may draft a response and circulate it to members for comment. For more complex or lengthy responses the Chairman may call for members to form a drafting group. 			
Target	Members		
Concrete Example	eoVox open consultation process		
Beneficiary	Benefit	Value/Impact	
TA Members	General interests are represented transparently.	Potentially crucial to sustain business.	

Participating TA Members	Specific interests are represented.	Potentially crucial to sustain business.
Working Group Members and Chairman	Ensure specific interests are strongly represented.	Potentially crucial to sustain business.
TA	Demonstrate transparency	Engage members.
International Stakeholders	Have a single point of contact to consult with the whole sector. Demonstrate openness and consideration of industry needs.	Save time. Elicit better quality feedback/input based on consensus. Achieve transparency.

Service D5		Purpose	
Lobby on Standards, Data Policy and IPR		Represent the EO Service Sector Influence Programmes	
Process:			
<p>The TA works towards a favourable legal situation for members in relation to standards including data policy, copyright and IPR.</p> <ul style="list-style-type: none"> • The TA distinguishes between policies applicable to public sector and commercial data. • The TA seeks to maximise availability of public sector data for use in the value adding industry, provided that this does not conflict with <i>bona fide</i> commercial interests. • The TA develops an industry view on data policy in the public sector which is documented in a position paper (Service D2). • The TA maintains a list of organisations that can provide technical and legal advice to members on protection of digital products (Service B11). • On request of members a working group can be set up to develop a pan-industry approach to specific IPR issues. 			
Target	Members, International Space Agencies		
Concrete Example	International Federation of Phonographic Industries (IFPI) responds to the rapid technological developments in the music market and the threat of music piracy, including lobbying governments for new legislation and monitoring piracy developments.		
Beneficiary	Benefit	Value/Impact	
TA Members	Secure access to data. Receive assistance in protection of IPR	Reduce costs. Maintain sales.	
Working Group Members and Chairman	Ensure specific interests are strongly represented.	Potentially crucial to sustain business.	
TA	Provides a service which individual members cannot do themselves.	Better policy and action.	
International Stakeholders	Ensure data policies are economically benign.	Prove that programmes lead to wealth creation.	

Service D6		Purpose
Lobby Investors		Represent the EO Service Sector Influence Programmes
Process:		
The TA fosters a favourable financial environment for members. <ul style="list-style-type: none"> • The TA seeks to maximise availability of private finance where appropriate for EO related business ventures (may be capital investment in data streams, but also to set up ground infrastructure and services). • The TA develops an industry case for private finance, in conjunction with members and international stakeholders. • The TA maintains a list of organisations that can provide private finance. • The TA ensures that potential investors are informed with objective and reliable information about the overall prospects for the industry (e.g. roadmap, facts and figures). • On request of members a working group can be set up to develop a pan-industry approach to specific financing issues. 		
Target	Members, International Stake Holders and Potential Investors	
Concrete Example	Gate2Growth & Europe-Innova http://cordis.europa.eu/innovation/en/policy/europe-innova.htm 'Bridging the gap between INnovative enterprises and financial InVEstors in the emerging ICT markets of SaTellite applications' (INVEsat) www.invesat.com	
Beneficiary	Benefit	Value/Impact
TA Members	Secure access to finance. Benefit from the collective strength.	Reduce costs. Opens doors.
Working Group Members and Chairman	Ensure specific interests are strongly represented.	Potentially crucial to sustain business.
TA	Provides a service which individual members cannot do themselves.	Better policy and action.
Potential investors	Learn about investments likely to achieve a good return.	New business. Risk mitigation.
International Stakeholders	Better identification of alternatives to public investment.	Reduce up-front costs and transfer risks.

2.7 Influence Programmes

The following services are related primarily to influencing international programmes which have a bearing on the EO service industry. The most obvious programmes are those related to construction and operation of EO satellite missions, but RTD programmes (e.g. FP7) and international cooperation activities (e.g. CEOS/GEOSS) are also relevant.

Service E1	Purpose	
Influence Programmes/Missions	Influence Programmes	
Process:		
<p>As EO programmes and missions have very long lead times, many companies in the EO service sector cannot spare the time (and lack the power) to influence them. As EO missions are crucial to secure data, the TA aims to influence EO programmes from the early stages of planning.</p> <p>The TA applies the following services specifically in relation to those EO missions and programmes which are important to the EO Service Sector (e.g. GMES, EOEP, GEOSS).</p> <ul style="list-style-type: none"> • Maintains dialogue with programme managers (D3) • Meets with key stakeholders (A10) • Organises meetings with International Stakeholders (C1) • Participates in External Working Groups (B4) • Filters information about the programme to keep members informed (B8), (B6) • Coordinates with national associations (B9) • Consults with members regarding their requirements (D4) • Prepares position paper(s) (D2) identifying and justifying the TA's priorities for the mission/programme. • Presents the TAs priorities and capabilities on behalf of industry (A3) • Lobbies on data policy (D5) 		
Target	International Stakeholders	
Concrete Example	eoVox workshop declaration, EARSC Paris 2006 Declaration	
Beneficiary	Benefit	Value/Impact
TA Members	Secure long term interests	Crucial to business continuity
Participating TA Members	Gain competitive advantage	Make better business decisions.
Working Group Members and Chairman	Develop personal contacts. Career development.	Professional development.
TA	Deliver a service which members cannot do alone.	Core activity.
Programme directors and managers.	Single point of contact represents the whole industry. Transfer responsibility for getting a balanced view of industry interests to the TA.	Save time. Demonstrate transparency.

Service E2		Purpose	
Cooperate with International Associations to Influence Programmes		Influence Programmes	
Process:			
<p>Where it is in the interests of the EO Service sector the TA cooperates with associations in other sectors to jointly influence international programmes.</p> <ul style="list-style-type: none"> • Target sectors include space (Eurosace), geospatial information (EUROGI), research (EARSeL), government, education (e.g. ISPRS) and society (EURISY) <p>Cooperation activities include:</p> <ul style="list-style-type: none"> • Exchange information • Combine efforts on editing/updating profiles on international programmes. • Identify common interests where the associations can combine forces. • Make joint submission to funding bodies in complementary areas. <p>Processes applied include</p> <ul style="list-style-type: none"> • Organise joint meetings with International Stakeholders (C1) • Participate in External Working Groups (B4) • Filter information about the programme to keep members informed (B8), (B6) • Consult with members (D4) • Present industry priorities to other associations (A3) 			
Target	International Associations, International Stakeholders		
Concrete Example	Earth and Space Week 2005 – EARSC working with Eurosace		
Beneficiary	Benefit	Value/Impact	
TA Members	Secure long term interests Access to information.	Crucial to business continuity	
Participating TA Members	Make contacts outside industry.	New business.	
TA	Workload is shared more widely.	Greater efficiency.	
	Joint statement from several associations carries greater weight.	Greater influence.	
Other Associations	Understand the EO industry.	Greater efficiency.	
	Benefit from EO TA lobbying experience and influence.	Greater influence.	
	Present a coherent view - eliminate unnecessary contradictions.		

2.8 Other Services

A clear demand for the following services has not so far been identified during the eoVox study but they remain on the list of candidate services so that the level of demand can be confirmed during open consultation.

Service F1		Purpose
Certification of Members		Professional Development
Process:		
The TA has a programme to certify its members as being competent practitioners <ul style="list-style-type: none"> • Candidates gain credits through a continuing professional development programme • The programme is funded by fees for certification • The scope of the programme is defined by the TA but may be executed through an impartial and highly reputable third party organisation to ensure that standards are maintained and to maximise the credibility and value of certificates. 		
Target	Members	
Concrete Example	IEEE http://www.ieee.org/web/membership/qualifications/qualifications.html IEEE Continuing professional development http://www.ieee.org/web/education/ceus/index.html AGI Continuing Professional Development and Chartered Geographer http://www.agi.org.uk/bfora/systems/xmlviewer/default.asp?arg=DS_AGI_PSART_55_firsttitle.xsl/71	
Beneficiary	Benefit	Value/Impact
Participating TA Members	Good staff training Professionalisation of staff Retention of staff	Customer confidence Sales growth
TA	Enhances the industry as a whole.	Revenue neutral Increases influence

Service F2		Purpose
Discount Scheme(s)		Commercial Advantage
Process:		
The TA enters into agreements with suppliers that provide TA members with a discount on standard price lists (e.g. for EO data and software). <ul style="list-style-type: none"> • The TA enters into an MoU with each vendor • The discount scheme is publicised to members on the web site and in external newsletters (to encourage new members and to give publicity to the vendor). 		
Target	Members, Vendors of software and data	
Concrete Example	n/a	
Beneficiary	Benefit	Value/Impact
TA Members	Lower cost of raw materials and capital investments	Cost saving Increased margins
Participating Vendors	Good publicity, increased turnover.	Increased sales
TA	Provide a tangible benefit which is exclusive.	Attract new members. Wealth creation.

Service F3		Purpose	
Careers Advice and Development		Maintain Workforce	
Process:			
<p>The TA provides information on careers in the EO service sector to careers advisers and curriculum developers.</p> <ul style="list-style-type: none"> • The TA prepares a leaflet on 'Careers in Earth Observation' • The leaflet identifies what skills are required in the EO service sector. • The leaflet is made available in local language to careers advisers in universities and high schools. • The information is also published on the web site in a 'careers' section. • The TA develops a leaflet designed to stimulate enquiries on student placements and research projects in industry. It distributes the leaflet to the research community contacts in the external contacts list. 			
Target	Students, Careers Advisors		
Concrete Example	IEEE Careers Service http://www.ieee.org/web/careers/home/index.html		
Beneficiary	Benefit	Value/Impact	
TA Members	Labour pool of staff with appropriate skills	Increased productivity	
TA	Attract new, well qualified staff to help the industry grow.	Develops the sector	
Careers Officers	Get reliable, high quality information	Deliver better careers advice	

3 TA Governance – Key Features

3.1 Introduction

The purpose of this section is to briefly identify the most important aspects of how the EOTA is structured and governed. Above all the EOTA serves all of its members and yields benefits to each of them that exceed the total cost of membership.

The greatest benefits are not direct monetary benefits – the TA is structured and governed so that it helps to generate valuable opportunities for all its members in the form of new data sources, new programmes and new markets. In particular, the TA ensures that a) all members are able to participate in its activities and b) that actively participating members gain direct business and personal benefits.

3.2 Mission and Purpose

The mission of the EO TA is to support the development of an innovative, profitable and sustainable Earth Observation service industry within its territory, and which is competitive on the international market.

Note: There is a clear rationale for a distinct EO trade association and, where they align, duplication in handling overlapping interests is handled by Service E2. At this stage in the development of the EO industry a clear message from the survey in Task 1 [Ref 5] and that was substantiated by the analysis in Task 2 [Ref 6] is that the interests of the EO industry are sufficiently different to justify an EO TA which is independent of related sectors such as aerospace and geospatial information.

3.3 Territory

The territory of the EOTA is defined as the union of all ESA, EC and EUMETSAT member states.

3.4 Members

Membership is only open to companies (“Full Member Companies”) which deliver EO services and are registered in the territory.

Membership fees are on a flat rate, except that a special concession on membership fees is made for very small companies. This is because the smallest companies often do not join any TA because of the basic cost involved.

Free trial membership with ‘Observer’ status is possible on a time limited basis.

Membership is open to national EO trade associations in the territory.

Applications for membership have to be submitted to the Board which verifies that the applicant is a commercial organisation or trade association concerned with the delivery of EO services.

3.5 Structure

The TA is constituted as a non-profit making entity that can enter into contracts. It holds an annual general meeting open to all members.

The TA is governed by a board comprising officers (Chairman, Vice Chair, Past Chair, Treasurer) and other members elected from member companies. These are unpaid positions.

The board can establish working groups (which may be permanent or temporary) drawn from its members. Each working group has a chairman who is responsible for delivering the output of the working group to the Board.

The TA also pays for a secretariat whose composition is decided by the Board. The secretariat comprises an Administrator as a minimum, but may be expanded to include a Secretary General, Operating Officer, Finance Officer, Membership Manager, Events Manager, Publications/Web manager etc. Paid positions can be full or part time and may be filled by contractors or employees; staff could also be seconded full- or part-time from member organisations.

An expanded secretariat may require office space which could either be rented commercially, or the premises could be hosted by a member company – sharing resources such as power, offices, desks, laptops, internet hosting, telephones, etc.

The mechanics of operating an expanded secretariat of this kind bears further investigation, as it raises a number of issues such as audited accounts, annual report, health and safety, social security, pensions, employment law, procurement procedures etc.

3.6 Election of Officers and Board Members

Nominations for officers and Board members are requested from the membership.

The constitution explicitly limits the terms of office of officers and board members. The rotation of officers and board members is deliberately organised to ensure continuity of experienced Board members.

New officers and board members are elected by simple majority of the Full Member Companies.

In the normal course of events the Vice Chairman becomes the Chairman.

3.7 Selection of WG Members

TA members may nominate themselves to participate as members of a working group. The WG may then choose and recommend someone to chair the WG – this selection must be approved by the TA Chairman and/or TA board.

3.8 Transparency of Communications

The TA conducts itself in an atmosphere that is open and transparent with the goal of enhancing trust and understanding. Unless there are compelling reasons to the contrary, the TA will provide to members, stakeholders, external bodies and the public, relevant information affecting them and the actions of the TA in a timely manner.

Recognising that openness requires ongoing effort, the TA will keep under constant review the best means to communicate effectively with its membership. To accomplish these ends it will share on a timely basis with the membership:

- Board discussion and decisions as recorded in minutes.
- Agendas and papers of upcoming Board meetings at least one working week before the meeting.
- TA processes.
- The policies of the TA and Board.
- Information on the governance structure of the TA.
- The financial position of TA as certified by its independent auditor.
- Any papers produced by its Working Groups.

The TA encourages the participation of TA members in its activities and solicits the opinions of members on a regular basis as an aid to the Board's decision-making process.

The TA executive body balances the desire for openness in its actions with sensitivity to privacy, confidentiality, and the need for free and frank discussion of issues at the Board level. Nonetheless the executive remains accountable to its members in all matters and the balance is weighted towards openness and disclosure. If the TA does prevent information being put into the public domain it will always state whether and why information has not been published.

All internal TA papers, such as minutes and papers will be placed on the Members Only part of the web site. Documents and publications that have a commercial value will be placed on the Members Only side. All other papers that are outward facing, such as responses to Consultations, policy statements, lobbying papers will be placed on the open side of the web site.

3.9 Consultation Procedures

The TA ensures that it genuinely represents the interests of all members. In order to do this it will consult with members in the following manner:

- a) Clearly explain what the output of the consultation will be (e.g. by circulating early drafts of the output).
- b) Provide multiple opportunities for members to provide input (e.g. by circulating several drafts or email reminders that consultation documents are available on the web site).
- c) Provide sufficient time for members to verify that their views have been taken into account (e.g. by having sight of a final draft document before it is made public).

It is the objective of the consultation procedure to achieve consensus on all positions because of the strength it gives to the position, but in the absence of consensus all opinions would be reported.

4 TA members – Responsibilities and Benefits

This section summarises the responsibilities and benefits of each of the actors within the Trade Association. Points of detail are not expanded in order to emphasise the main points.

Actor	Responsibilities	Benefits
Chairman	<p>Is elected by the members and must be from a member company.</p> <p>Ensures that the TA services are delivered.</p> <p>Manages the TAs affairs and correspondence overall, subject to general direction and control of the Board.</p> <p>Presides over all public and private meetings of the TA and its Board, or delegates this role to another Board member.</p> <p>In the event of a tied vote, has a casting vote at Board meetings.</p> <p>Ensures succession of the Board is sustainable, including Chairmanship.</p>	<p>Opportunity to shape and guide the development of the industry as a whole.</p> <p>Secure long term prospects and create business opportunities for his/her employer.</p> <p>Gain influence and recognition in public affairs and institutions.</p> <p>Gain influence and recognition within the industry.</p> <p>Personal career development.</p>
Board member	<p>Is elected by the members and must be from a member company.</p> <p>Attends Board meetings and agrees its business, if necessary by formal vote. Each Board member has one vote.</p> <p>Approves the defined duties of the secretariat.</p> <p>Makes best endeavours to assist the chairman.</p> <p>Raises with the Chairman and if appropriate other Board members any TA business or correspondence matter which needs correction.</p>	<p>Same as for Chairman, but with lesser powers to direct and control.</p>

Actor	Responsibilities	Benefits
Secretariat	<p>Carries out the duties and delivers the TA services as defined by the Board.</p> <p>Ensures that principles of transparency are maintained.</p> <p>Maintains a List of Services and Benefits which also identifies the classes of member entitled to receive them.</p> <p>Ensures that benefits are delivered only to those who are entitled to receive them.</p> <p>Ensures that confidentiality is maintained where necessary.</p>	<p>Remuneration.</p> <p>Develop contacts within the industry.</p> <p>Personal career development.</p>
Working Group Chairman	<p>Appointed by the TA Chairman.</p> <p>Report to the Board prior to Board meetings.</p> <p>Plan and organise the activities of the WG.</p>	<p>Opportunity to shape and guide the development of a specific aspect of the industry.</p> <p>Create business opportunities for his/her employer.</p> <p>Gain influence and recognition within and outside the industry.</p> <p>Personal career development.</p>
Working Group Member	<p>Make best endeavours to participate in the activities of the WG.</p>	<p>Same as for WG Chairman, but with lesser powers to direct and control the WG.</p>
Company Member – Full	<p>Pay annual subscription.</p> <p>Make best endeavours to participate as fully as possible in the activities of the TA.</p>	<p>All benefits as defined in the 'List of Services and Benefits' and which are free to members.</p> <p>All member benefits incurring a charge (upon payment of the appropriate fee).</p>
Company Member – Concessionary	<p>Pay annual subscription.</p> <p>Make best endeavours to participate as fully as possible in the activities of the TA.</p>	<p>All benefits as defined in the 'List of Services and Benefits' and which are free to members.</p> <p>All member benefits incurring a charge (upon payment of the appropriate fee).</p>
Company Member – Observer	<p>Make best endeavours to participate as fully as possible in the activities of the TA (that are open to an Observer).</p>	<p>Time limited access to basic services: e.g. participate in workshop and working group, receive newsletter and members area of web site.</p>

Actor	Responsibilities	Benefits
National TA	<p>Pay annual subscription.</p> <p>Make best endeavours to participate as fully as possible in the activities of the TA.</p> <p>Lobby on points of common interest to national organisations and delegations (i.e. who sit on the programme boards/councils of international agencies).</p> <p>Request volunteers from members.</p>	<p>Delegate international lobbying to the international TA.</p>
National TA Member	<p>On request from the national TA offer staff to attend specified meetings or WGs (subject to approval of the international TA Chairman).</p>	<p>'Read only' access to basic services: e.g. newsletter and members area of web site.</p> <p>Benefits of participation in international meetings.</p>

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