



### **Risk Management and contingency plan**

All the partners have already been involved in international projects and are aware that innovative and prototypical work like this is subject to a number of risks. Such risks have been identified and presented below, indicating already possible solutions to overcome them.

This constitutes a good reference for the management of the project which will oversee and monitor developments throughout the project.

### ***Risks and other critical factors***

According to the projects objectives the application of innovative IT technologies, tools and standards for the provision of marketable Service-Finder solution is feasible considering an integrated view. Based on this, the technical realization of the projects objectives is safe, in general. The general risk of the project lies in the application of semantic technologies and method within the Service-Finder infrastructure. By hiding semantics from Service-Finder users, we already cope with the lack of statements about the general acceptance of semantics approaches by the future users. However, application of Semantic Web Service technologies is critical and it requires a lot of further research activities and practical verifications. The proposed project shall be a contribution to this.

The consortium will identify the factors that are critical to the final success of the project and control these factors. For this purpose, the consortium will define methods and procedures to identify, assess, monitor and control areas of risk. The challenges underlying the project have been carefully analysed. Significant risks and contingency plans have been identified, and for each one a possible contingency solution has been selected.



### *Cohesiveness of the Consortium*

<b>Risk description</b>	<b>Evaluation</b>	<b>Resolution</b>
Consortium has no harmony.	Impact High, Prob. Low There are many reasons to believe that harmony will be the core of consortium, ranging from personal friendships to companies alliances and recent experiences between partners. Such problems may arise when the plan of activities is not fully understood by all participants or personal incompatibilities arise during the work.	Previous experiences within single partners have been very positive and should be maintained at consortium level.
Academic partners are too low in comparison to technology partners to implement a believable commercial results	Impact Medium, Prob. Low This is unlikely to be a problem due to the previous experiences of the industrial partners that all have a research-intensive mode of operation. In each research project there is the risk of too much research even when the research objective is reached. Tasks not well understood by the partners and generic work packages goals may lead to this problem.	The internal organisation of each research group is industry-oriented as stated by previous experience in practical research market-oriented Nevertheless, the final responsibility for Project, Technical and Exploitation Management are up to Industrial partners. As soon as deviation from the commercial scopes of the project will occur, the management boards at each level should be able to govern the situation and recover the right project trend.
Poor quality of deliverables and delay in meeting the deadlines.	Impact: Medium, Prob. Low This is unlikely to be a problem due to the previous experience of all partners in European projects.	The progress of the project will be assessed at frequent intervals to predict possible delays and act accordingly.



### *Technology related problems*

<b>Risk description</b>	<b>Evaluation</b>	<b>Resolution</b>
Unavailability of technology	Impact Medium, Prob. Very low All required technology is already available within the consortium, but has never been used in the setting proposed.	Subcontracting or acquire license for missing technology. Possible substitution of defaulting partner.
Technical problems arise during tools development	Impact High, Prob. Low. The various partners could develop modules quite independently, without a detailed discussion about their functionality according to the specification document.	The system architecture is designed in the light of maximum flexibility to simplify the integration of all technologies available. Furthermore, all partners will try to use platform independent programming languages (e.g. Java) for developing their modules. A first step in the integration phase is foreseen for performing a preliminary integration of some fundamental modules and for discussing and evaluating problems. The experience of the co-ordinator should guarantee coherence of intents and should finalise the effort of all of the partners to reach to the project objectives.
Technical problems arise during core Technology implementation and integration phase	Impact High, Prob. Low. The core technology deals with the integration of the different input streams. Problems can arise from the fact that the resulting technology is new and the exchange of information between modules do not conform to any known standard.	Partners have a wide experience with these issues, and have already solved similar problems in dealing with their clients.
The complexity of integration compromises system performance.	Impact High, Prob. Low. The computational complexity that eventually arises from the architecture may be a problem. The implementation of the core technology needs to be effective to give real time response to users.	Experience of developers is essential to solve this problem. Great attention will be given to the proposed solution and to the base technology that has been used.
Web Service available on the Web are not numerous but they belong to many different domains; to crawl and index them thoroughly may not be possible during the duration of the project.	Impact Medium; Prob. Medium Seekda already deals with this problem and it discovered several workaround.	The project will be aimed at analysing only a part of the Web Services and implementing it as a prototype that form a basis for future commercialization.



The developed software tools may not meet the requirements of the real world problems	Impact High; Prob. Low Service-Finder aims at delivering Web 2.0 interfaces for Web Service usage, which is a never try before attempt.	The consortium includes members that have background knowledge and experience on both Web 2.0 and Web Services
Risk plans prepared at the end of each work package may be missing important points	Impact Medium; Prob. Low The risk management is currently done at project level, but potential causes of risk may arise also at work package level.	The consortium got experience both in research and in software development, thus project level risk management should be enough.

### *Exploitation risks*

<b>Risk description</b>	<b>Evaluation</b>	<b>Resolution</b>
Not able to attract users	Impact High, Prob. Low The Service-Finder project has been planned to extend current capabilities of the (so-called) Programmable Web (e.g. Yahoo Pipes, openkapow). The Programmable Web users are Service-Finder users.	Seekda is about to launch a portal for Web Service discovery based on syntactic technologies. Service-Finder will be offered to a fraction of seekda users as an experimental service.
Competitors on the market	Impact High, Prob. Low A competitive service/product could unlikely appear on the market because it requires the unique mix of skills present in Service-Finder consortium. Such mix guarantees a result of a quality difficult to achieve outside the Service-Finder consortium.	The consortium will continuously monitor the market (cf. T8.4) looking for possible competitors and analyzing Service-Finder position in the programmable Web market using SWOT analysis. If necessary Service-Finder will consider re-positioning as a possible action in the contingency plan.
Non correspondence with market demand	Impact High, Prob. Medium The Service-Finder project has been planned to answer a specific market need. Nevertheless, the decision to deal only with Web users is a potential risk.	During all stages of the Project lifecycle adherence of the product to the identified market needs will be constantly monitored.
High costs of the system with respect to market demand.	Impact Medium, Prob. Low New innovative technology developments are very costly when their will be used the first time.	The partners responsible for technological developments have already invested a lot in this domain considering many practical projects. A detailed business plan will be prepared and validated during the project.
Difficulties in handling the IPR issues	Impact High, Prob. Very low The consortium carries a large pre-existing know-how and identifying IPRs may be difficult.	To lower this risk a Consortium Agreement will be signed before the start of the project.