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WORKSHOP

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AGREEMENT

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English version

CEN e-Invoice Gateway

This CEN Workshop Agreement has been drafted and approved by a Workshop of representatives of interested parties, the constitution of which is indicated in the foreword of this Workshop Agreement.

The formal process followed by the Workshop in the development of this Workshop Agreement has been endorsed by the National Members of CEN but neither the National Members of CEN nor the CEN-CENELEC Management Centre can be held accountable for the technical content of this CEN Workshop Agreement or possible conflicts with standards or legislation.

This CEN Workshop Agreement can in no way be held as being an official standard developed by CEN and its Members.

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Foreword

This CEN Workshop Agreement has been drafted and approved by a Workshop of representatives of interested parties on 2012-02-15, the constitution of which was supported by CEN following the public call for participation made on 2010-02-26.

A list of the individuals and organizations which supported the technical consensus represented by the CEN Workshop Agreement is available to purchasers from the CEN-CENELEC Management Centre. The following organizations endorsed this document:

- AITI, Italy
- BCOM Technologies, Romania
- Hilti Corporation, Liechtenstein
- Hub2Hub, Italy
- ID Cyber-Identity Ltd, Switzerland
- infoExpert, Croatia
- Legal Counsel, Stefan Engel-Flehsig, Germany
- OFS Portal LLC, USA
- Orange – France Telecom Group, France
- Ranko Smokvina, consultant, Croatia
- Sage France, France
- STS Group, Belgium
- Trustweaver Sweden, Sweden
- Voxel Group, Spain
- xft GmbH, Germany

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The draft CWA was presented and discussed with industry representatives during two Open meetings, the first on September 22 and the other on December 12, 2011, both held in Brussels. The public comments period run from November 23, 2011 until January 23, 2012.

The final review/endorsement round for this CWA was started on 2012-04-04 and was successfully closed on 2012-04-16. The final text of this CWA was submitted to CEN for publication on 2012-04-18.

This CWA is part of a set of CWAs that has been prepared by Phase II and Phase III of CEN/WS e-Invoicing.

The following excerpt, taken from the e-Invoicing Workshop III Business Plan, will give a good introduction to the purpose of this CWA (eINV3_011):

“The implementation of electronic invoicing across Europe is currently a high priority in many European countries; With large, small and medium sized companies increasingly moving to electronic invoicing. Electronic invoicing will benefit both companies trading intra-Member State and those trading within national borders by simplifying and harmonising processes as well as reducing costs, which will particularly benefit SMEs”.

The work carried out in the first two phases of the CEN e-Invoicing Workshop demonstrated a need for a forum where the different stakeholders could come together to share information about electronic invoicing as well as share possible approaches to implementing e-invoicing. The Multi-Stakeholder Forum on e-invoicing, set up by the European Commission, has been a practical demonstration of the need for a clear regulatory and policy framework for raising awareness and bringing political emphasis to e-invoicing.

In addition to the Multi-Stakeholder forum on e-invoicing, two more initiatives are worth mentioning, which both touch upon the areas of interest of the CEN Workshop on e-invoicing:

a) CEN Workshop on Business Interoperability Interfaces for Public Procurement in Europe (CEN WS/BII): The objectives of this CEN Workshop are to identify and document the required business interoperability interfaces related to pan-European electronic transactions in public procurement expressed as a set of technical specifications taking due account of current and emerging UN/CEFACT standards in order to ensure global interoperability, and to co-ordinate and provide support to pilot projects implementing the technical specifications in order to remove technical barriers preventing interoperability. We are currently in the second phase of the workshop.

b) Pan-European Public e-Procurement On-Line (PEPPOL) project aims at expanding market connectivity and interoperability between e-Procurement communities. PEPPOL enables access to its standards-based IT transport infrastructure through access points, and provides services for e-Procurement with standardised electronic document formats (based on UBL and CEN/BII). The vision of the PEPPOL project is that any company can communicate electronically with any European government institution across the entire procurement process. The final outcome of PEPPOL will be an interoperable environment built upon national systems and infrastructures supporting the full cycle of e-Procurement activities. The pilots that will be developed in PEPPOL will support any economic operator in the EU and the EEA to respond electronically to any public tender notice and to govern the entire procurement process from their own national infrastructure.

These initiatives, like the CEN e-Invoicing workshop, also have a normative dimension and are responsible for the development of compliancy standards and bringing on regulatory change in the field of E-invoicing.

The CEN e-Invoice Gateway (<http://www.e-invoice-gateway.net/>) has, based on the anecdotal evidence gathered, become over time a key source of information for companies wishing to invest and start a project in the area of electronic invoicing. The Gateway brings together in one platform experts and expertise relating to EU countries and additional non-EU countries in order to fulfil the function of an information Gateway. This Gateway should be used to drive more efficiency, disseminate information and simplify the access of companies to information pertaining to electronic invoicing.

The Gateway is a self-contained platform which aims to provide an open to all and easy to use knowledge management tool for its users. As a key requirement, this website will remain open and neutral, devoid of any commercial purpose. The organisation of the platform will be self-contained and managed by a non-profit-organisation.

The proof of concept and the longer-term organization and arrangements are described in this CWA and will be defined by end of the CEN e-Invoice Workshop Phase 3.

This CWA was elaborated by Working Group 4 of CEN/WS eInvoicing III, consisting of the following persons:

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Comments or suggestions from the users of the CEN Workshop Agreement are welcome and should be addressed to the CEN-CENELEC Management Centre.

1 Introduction

1.1 Background

Coming out of the CEN e-invoicing workshop Phase 1, it was decided that it would be necessary to enhance the information flow within the workshop and to promote awareness about e-Invoicing in Europe by means of an information web-platform.

This led to the creation of a working group within the CEN e-invoicing workshop Phase 2 focused on defining the strategy, services and processes for an information platform as well as select and implement the necessary technology.

The E-Invoice Gateway platform (<http://www.e-invoice-gateway.net>) was developed in 2008 in the CEN e-Invoicing workshop Phase 2 with the purpose of collecting and disseminating the expert know-how of:

- the CEN workshop members,
- appointed national experts called 'Country Information Managers' ('CIM'); and
- experts from outside of the CEN workshop.

The results of these efforts are documented in CWA 16046 - Adoption programme for increased electronic invoicing in European business processes.

1.2 Awareness and Promotion

The present '**Awareness and Promotion**' CWA aims to improve the existing services delivered by the E-Invoice Gateway in order to increase awareness and better promote e-invoicing across Europe. In order to improve services, this CWA has focused on drawing up the outline of a future operational structure to be implemented by the managers of the EIG after the lifetime of the CEN workshop. A more detailed framework will need to be developed and implemented in due course.

The website offers IT based services which include an information delivery service (i.e. documents on the website, newsletter...) and a CIM network. The sustainable operation of this service beyond the lifetime of the e-Invoicing workshop phase 3 is a main goal of this CWA.

The web-platform is also used to disseminate, in parallel with other formal CEN channels, the other CEN Workshop Agreements ('CWA') developed as part of the e-Invoicing workshop phase 3:

- CWA 16460: Good Practice: e-Invoicing Compliance Guidelines "The Commentary"
- CWA 16461: Electronic invoice processes in Europe and enablement of SMEs to use them efficiently
- CWA 16464-1: Addressing and routing
- CWA 16464-2: Model Interoperability Agreement for Transmission and Processing of Electronic Invoices and Other Business Documents
- CWA 16464-3: Conformance criteria for Interoperability between Electronic Invoicing Services
- CWA 16463: Code of practice for Electronic Invoicing in the European Union

1.3 Services Offered on the E-Invoice Gateway

Based on the results of the phase 2 of the CEN E-Invoicing workshop, the following services are offered on the E-Invoice Gateway:

1) Access to Country Information Managers (CIM):

These are national e-invoicing experts who provide, on a voluntary (in terms of the open source community mindset) basis, information relating to e-invoicing in their country. A CIM could be a person, a group or a team, representing their country in various fields in relation to e-invoicing (judicial, taxation, ICT, university, chamber of commerce, etc.).

CIMs can also come from any other field where they have access to high quality information about e-invoicing¹. There is currently a CIM for most EU member state as well as CIMs representing several other non-EU countries (e.g. US).

2) Country Related Information:

This content of this section is provided by the Country Information Managers. The aim of these pages is to provide up to date, easily accessible and relevant information about e-Invoicing per country.

3) Updated Compliance Guidelines (Good Practice Guidelines in CEN WS eINV2 CWA 16047):

These Guidelines (Excel) and Commentary (PDF) are the outcome of Workshop Phase II. This CWA 16047 seeks to reduce some of the principal areas of uncertainty and resulting inefficiencies in the e-Invoicing market with one single set of Good Practice Guidelines for both businesses and tax administrations.

4) E-Invoicing Organizations on the Platform:

Organizations and Companies working and operating in the field of E-Invoicing have the possibility of registering their organisation on the platform and make basic information about their company available online.

The portal classifies organizations and companies into the following categories:

- Certification authorities;
- Standardization authorities;
- Regulation authorities;
- National initiatives;
- General information portals;
- Public authorities; and
- Solution providers

¹ The criteria for 'high quality information' is described further in this CWA

5) Standardization and normative documents

Selected Standardization (e.g. CEN, ETSI, UNCEFACT, ISO etc.) or normative e-invoicing documents are provided as links to their original publishing position.

6) E-invoicing Information & News

Relevant and high quality (research, academic) documents about e-invoicing are available for download. In addition, a regular newsletter, containing news about e-invoicing in Europe and the Americas is regularly sent out to individuals and organisations registered on EIG.

Individuals receiving the EIG newsletter can at any time request that the newsletter is no longer sent to them by simply asking to be removed from the newsletter listing by return mail or via a similar list removal function.

7) Events

This section contains information about upcoming e-Invoicing events on a worldwide basis. Events listed include for example conferences, seminars, and workshops. Organizations are invited to contact EIG team via email in order to request that their event is listed. No particular processes are in place to validate the events listed in this section of this portal and there are no plans to add controls to the enlisting process for this section.

1.4 Intention of this CWA

The purpose of this document, defined by the tasks attributed to the Workgroup 4 “Awareness and Promotion” of CEN e-Invoicing Workshop Phase 3, is to describe the means for raising awareness and promoting e-invoicing in Europe.

The document defines the objectives, structure and operating procedures of the CEN e-Invoice Gateway website (<http://www.e-invoice-gateway.net/>; in further text **EIG**)

As previously mentioned, the CEN e-Invoice Gateway website (EIG) has become over time an important source of information for companies wishing to start a project in the area of electronic invoicing. The Gateway brings together information relating to most 27 EU countries as well as other non-EU countries in one platform.

The Gateway has set itself the following objectives:

- To be a tool for disseminating and simplifying access to information relating to -invoicing.
- To be used as an open and easy knowledge tool.
- To remain an open and neutral platform devoid of commercial purpose.
- To be self-sustainable (financially and operationally)

2 Scope

The goal of this CWA is to highlight key aspects needed for the on-going operation and improvement of existing EIG services. These aspects were discussed, structured and developed during the course of workshops by individuals representing a wide spectrum of stakeholders (including Academics, Service Providers, Lawyers, Country Information Managers, etc...).

Because the aim for the EIG in this phase of the workshop was to establish a sustainable operation of the Gateway beyond the lifetime of the e-Invoicing workshop phase 3, the content of this CWA is very different from that of any other CWA.

The Chapters of the CWA deal with following aspects:

- In Chapter 1 an introduction is given to the workshop and its workgroups.
- Chapter 2 defines the scope of the CWA document
- In Chapter 3 definitions and abbreviations essential to the understanding of the document were provided. These definitions are in accordance with the other CWAs of the workshop.
- In Chapter 4 the EIG is defined. Points covered include its core purpose, core values, audience (in terms of customer segments), approach to meeting audience's needs and business goals. These various aspects were discussed, debated and approved by the stakeholders and then finalized within the workshop.
- In Chapter 5, which is the core chapter of this CWA, a possible business model for the EIG is proposed and a balanced scorecard approach is used to highlight key areas for improvement for the EIG going forward (in terms of content and quality of service). It is necessary to point out that level of detail provided on these issues vary from generic (i.e. section about the approach for the development of further services) to detailed (i.e. representing specific state-of-the-art technical functions – for example the search engine discussions). This reflects the intention of the group to provide the future operators of the EIG with a framework tool to enhance the services provided on the portal and the technology in use.
- In the Annex one will find screenshots of a Google Analytics Overview, a Monthly Google Analytics Report, the CIM Code of Practice (which is in progress) and the Request for Information Document which was sent out during the workshop to parties interested in taking over the operation of the EIG.

3 Abbreviations / Definitions

3.1 Abbreviations

CIM	Country Information Manager
CWA	CEN Workshop Agreement
EIG	E-Invoice Gateway
FTE	Full Time Equivalent
FTP	File Transfer Protocol
OPL	Open Content Licence
PT5	Project Team 5 is a group within the CEN e-Invoicing workshop III
SMEs	Small and Medium Sized Enterprises

3.2 Definitions

The following terms have the following meaning in this document:

- Small and medium sized enterprises (SMEs):²

Enterprises qualify as micro, small and medium-sized enterprises (SMEs) if they fulfil the criteria laid down in the recommendation which are summarized in the table below. In addition to the staff headcount ceiling, an enterprise qualifies as an SME if it meets either the turnover ceiling or the balance sheet ceiling, but not necessarily both.

Enterprise category	Headcount	Turnover	or	Balance sheet total
medium-sized	< 250	≤ € 50 million		≤ € 43 million
Small	< 50	≤ € 10 million		≤ € 10 million
Micro	< 10	≤ € 2 million		≤ € 2 million

- Open Content (Definition)³

Open content (by David Wiley in 1998) draws an analogy between open source practices and publishing content online.

Open content describes thus any kind of creative work, or content, published under an open content license (OPL) that explicitly allows copying and modifying of its information by anyone, not exclusively by a single organization, firm or individual.

Open content is an alternative paradigm to the use of copyright to create monopolies; rather than leading to monopoly, open content facilitates the democratization of knowledge.

Further definitions in the field of e-invoicing are collected and reviewed by PT5 and put into a separate CWA.

² SME Definition: http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index_en.htm (09.10.2010)

³ Open Content Definition: http://en.wikipedia.org/wiki/Open_content (16.05.2011)

4. E-Invoice Gateway

4.1 E-Invoice Gateway Core Purpose

The strategy of the EIG was defined with the following core purpose:

To enable primarily SMEs implementing E-invoicing to access the knowledge needed to find out more, get started and remain up to date.

The European Union has begun to strengthen its focus on SMEs. They are a key driver for economic growth, innovation, employment and social integration⁴ in Europe and for this reason the EIG is primarily targeted at stakeholders of the European SME landscape (SME's and entities susceptible to influence SME's in relation to e-Invoicing).

4.2 E-Invoice Gateway Core Values

Based on a Vision Framework approach⁵ the working group defined the guiding principles and core values for the future organization which will operate the EIG.

Independence

To be a reliable source of information it is necessary for the platform to provide impartial information

Technological neutrality

The platform should not express a preference for a specific technology or e-Invoicing approach over another.

Confidence

Content needs to be of high quality, reliable and up-to-date. The audience of the platform shall have the confidence that the offered information is trustworthy. High quality content in standard format is verified through a quality process before publishing.

Knowledge

The information provided is prepared by a group of independent experts.

Open Content

The fostering of an open content character of the platform is one of the main efforts of the project. The content is developed by volunteers providing information free of charge.

Accessibility

The content can be viewed using a variety of different types of internet devices and also supports all barrier-free aspects which are currently standard in use for web applications.

Open Standards

The Gateway should promote open standards from recognized standardization bodies such as CENCENELEC, ETSI, ISO, OASIS, UN/CEFACT, etc.

⁴ http://ec.europa.eu/enterprise/policies/sme/index_en.htm (09.10.2010)

⁵ Jim Collins, Jerry Porras. (1994): Built to last – Successful habits of Visionary Companies; HarperCollins; NY

4.3 Key E-Invoice Gateway Audience

The key audience which the platform addresses are the stakeholders of the European SME landscape who are evaluating, planning or need information for an e-invoicing project.

The SME landscape is composed of SME's as well as trade associations, SME associations, service providers, solution providers, large companies and academic institutions in their capacity to influence SME's.

4.4 Process Approach to Meet the Key Audience Needs

A generic process flow for the key audience has been identified and is supposed to support the development of further services (Figure 1):



Figure 1 - Generic information process for SMEs

Going forward, information provided on EIG will be classified into one of these three categories.

Table 1 (below) summarises existing and future content and information services provided via the platform.

Table 1 - Existing services of the EIG and future services

	1 - Get informed	2 - Get started	3 – Stay up to date
Existing Services	<ul style="list-style-type: none"> Country information CIM contact Compliance guidelines E-Invoicing organizations on the Platform Normative documents 	<ul style="list-style-type: none"> CIM contact e-Invoicing Organizations on the Platform 	<ul style="list-style-type: none"> Country Information CIM contact E-Invoicing News Newsletter Service Events Normative documents
Future Services	<ul style="list-style-type: none"> FAQ Facts & Figures Tool to extract info from CWA's (illustrated guide, topics summary, on-line index...) Networking contacts Access to companies Quantitative data Access to research papers (business case, etc.) 	<ul style="list-style-type: none"> Business Cases Customer Experiences of E-Invoicing projects (cases, verbatims...) Questionnaires (readiness assessment, maturity models) Social networks 	<ul style="list-style-type: none"> Real-time News Social networks

In addition to providing additional services, the aim is also to improve the quality of the existing services.

Table 2 (below) provides an overview of the platform's existing services and the audiences identified for each of these services.

Table 2 - Overview of services provided for the platform's different audiences

Service	CIM	Audience identified for each service				
		SME's	Associations	Providers	Large Comp.	Academic
	CIM	X	X		X	X
	Country related information (short overview of e- Invoicing in the country + useful links)	X	X		X	X
	Standardization and normative Documents (e.g. CEN, etc. and Latest e-Invoice News)	X	X	X	X	X
	Good practice guidelines / Compliance guidelines (excel doc)	X (if simplified)	X	X	X	
	e-Invoicing organizations on the platform	X	X		X	

4.5 E-Invoice Gateway Business Goals

To define a business model for the development of a sustainable non-profit-organization which is able to operate the E-Invoice Gateway services as an

- independent/impartial
- self-sustainable (operationally & financially)
- combination of free and fee paying services

At present, this non-profit organisation structure has not yet been set up. However, work has already gone into defining the most appropriate structure. The outline of a possible structure has been outlined in section 5.1.

The CEN e-Invoicing Workshop Workgroup 4 used the Business Model Generation approach (Osterwalder/Pigneur) and the Balanced Scorecard approach (Norton/Kaplan) to define activities and tasks for the realisation of the strategy.

5. Business Model Approach and Improvement Processes

In this section basic considerations about possible business model approaches for the EIG are shown and considerations regarding the improvement of existing services are made. Furthermore key processes are drafted for the further operation of the E-Invoice gateway.

5.1 Business Model

The development of a Business Model for the operation of the E-Invoice Gateway as service for the audience is based on the Business Model approach of Osterwalder/Pigneur⁶ (Figure 2).

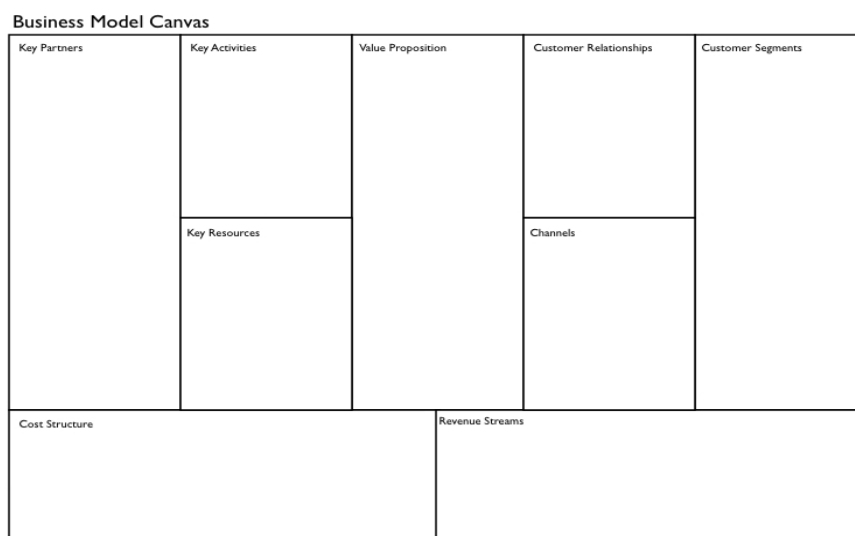


Figure 2 - Business Model Canvas (Osterwalder/Pigneur 2010)

Definition of Business Models attributes (Osterwalder/Pigneur):

I. CS: Customer Segments

See Table 2 with the overview about the audience: SME segment, Business world, academic

II. VP: Value Proposition:

The value proposition ('VP') is a statement that summarizes why a consumer should use a service. This statement should convince a potential consumer that one particular service will add more value or better solve a problem than other similar offerings. In summary, the VP defines the value which will be delivered to the customer.

⁶ Alexander Osterwalder, Yves Pigneur (2010): Business Model Generation; John Wiley & Sons: Hoboken, New Jersey

Table 3 - Value proposition for the platform's different audiences

Customer Type	Value Proposition	Services in this field
1. SME	"Getting the job done" and "Information accessibility".	<ul style="list-style-type: none"> • CIM (Country Information Managers) • Country related information (short overview of e-Invoicing in the country + useful links) • Standardization and normative documents (e.g. CEN, etc. and Latest e-Invoice News) • Good practice guidelines / Compliance guidelines (excel doc) • e-Invoicing organizations on the platform
2. Associations	"Information accessibility"	<ul style="list-style-type: none"> • Standardization and normative documents (e.g. CEN, etc. and Latest e-Invoice News) • Good practice guidelines / Compliance guidelines (excel doc) • e-Invoicing organizations on the platform
3. Providers	"Brand/Status" and "Information accessibility".	<ul style="list-style-type: none"> • CIM (Country Information Managers) • Country related information (short overview of e-Invoicing in the country + useful links) • Standardization and normative Documents (e.g. CEN, etc. and Latest e-Invoice News) • Good practice guidelines / Compliance guidelines (excel doc) • Being listed as e-Invoicing organizations on the platform
4. Large Companies	"Information accessibility"	<ul style="list-style-type: none"> • CIM (Country Information Managers) • Country related information (short overview of e-Invoicing in the country + useful links) • Standardization and normative Documents (e.g. CEN, etc. and Latest e-Invoice News) • Good practice guidelines / Compliance guidelines (excel doc)
5. Academic	"Information accessibility"	<ul style="list-style-type: none"> • CIM (Country Information Managers) • Country related information (short overview of e-Invoicing in the country + useful links) • Standardization and normative documents (e.g. CEN, etc. and Latest e-Invoice News)

III. CH: Channels

Information about through which channels the audience is reached.

Channel Type:

Direct – Web Information (<http://www.e-invoice-gateway.net>)

IV. CR: Customer Relationship

This segment deals with the question: What type of relationship does each Customer (Audience) expect?

Suggestions regarding customer relationship models are shown in table 4.

Table 4 - Suggested types of relationship models offered to the platform's different audiences

Customer Type	Type of Relationship
1. SME	<ul style="list-style-type: none"> • Personal assistance (CIM) • Self-service • Communities
2. Associations	<ul style="list-style-type: none"> • Personal assistance (CIM) • Self-service • Communities
3. Providers	<ul style="list-style-type: none"> • Personal assistance (CIM) • Self-service • Communities
4. Business World	<ul style="list-style-type: none"> • Personal assistance (CIM) • Self-service • Communities
5. Academic and public organisation	<ul style="list-style-type: none"> • Personal assistance (CIM) • Self-service • Communities

V. RS: Revenue Streams

Possibilities for Revenue Streams:

- Asset Sales
- Usage fees
- Subscription fees
- Lending/Renting/Leasing
- Licensing
- Brokerage fees
- Advertising

VI. KR: Key Resource

Listing of selected Key Resources to offer the Value Proposition:

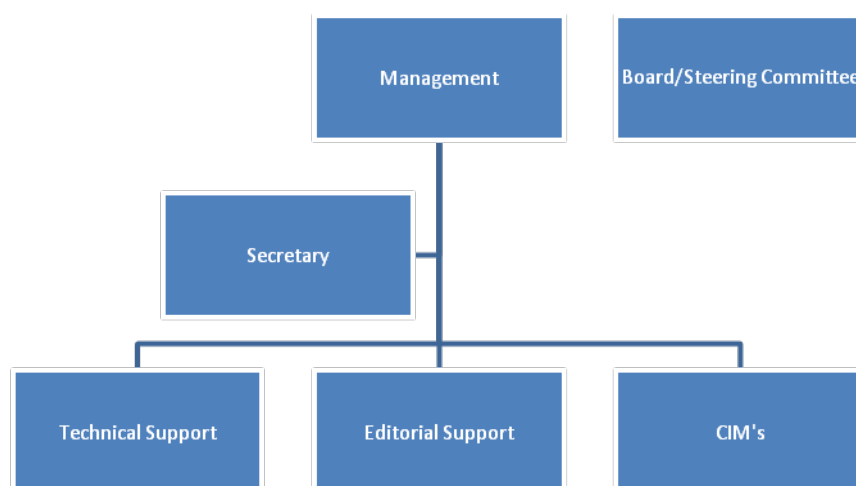
Physical: Server for hosting of the Software and the Database

Intellectual:

- Partnership with CEN (CWA documents)
- Country Information Managers

Human:

- 1) Operational Structure



It would be preferable if Management, Secretary, Technical Support and Editorial Support work from one single location.

2) Management

The Management Team is responsible for strategic activities for the E-Invoice Gateway. It consists of either one or possibly two experts in the field of European E-Invoicing who can make a substantial contribution to the EIG core purpose and core values. The Management Team shall perform the following activities:

- a) Service management (Propose/create new services and/or content groups)
- b) Overall management of the Gateway
- c) Fund raising
- d) Strategy and business planning
- e) Finance
- f) Operational management
- g) Liaison management (with other websites and organizations)
- h) CIM appointment/dismissal
- i) Ambassador for EIG & E-Invoicing in Europe
- j) Further activities as necessary

Management will be composed of either 1 full time equivalent ("FTE") or two part time FTE's, depending on what is the most appropriate.

3) Board/Steering Committee

The Board/Steering Committee will be composed of selected members of the CEN e-Invoicing workshop.

This board will meet once a year to sign-off on business plan and strategy for the forthcoming year as well as the financials from previous year.

In addition, the Board is to meet on an ad hoc basis to discuss specific matters as and when the need arises.

The recommendation is that the annual meeting is held face to face whereas the ad-hoc meetings can be telephone based.

4) Secretary

The secretary is responsible for the following processes and duties:

- a) Responsible for all operational processes mentioned in this section
- b) Respond to general enquiries and main point of contact for EIG
- c) Supports the Management Team
- d) Liaison with Country Information Managers (support the networking, etc.)
- e) Further activities as necessary

The secretary will work for the EIG on a full time basis.

5) Editorial Support

The editorial support is responsible for the following processes and duties:

- a) Content creation (Create, filter and/or validate content supervised by CIM and e-Invoicing authorities)
- b) Editorial work (on the website,...)
- c) Further activities as necessary

The editorial support will work for the EIG on a part time basis (50%).

6) Technical Support

The technical support has to ensure the following tasks:

- a) Maintenance of the hosted website
- b) Guarantees IT-security activities (e.g. encryption of database, etc.) and that these IT-security are up-to-date
- c) Bug fixing of the web software if problems occur
- d) Further development of web-functions of the platform (based on Management team or CIM response)
- e) Further activities as necessary

The Technical support will work for the EIG on a part time basis (50%).

7) CIM

The CIM has the following duties for e-invoicing in their country:

- a) Point of contact
- b) Facilitator
- c) Mentor/coach
- d) Ambassador

As soon as funding is available for CIM's, we will request that they work at least 2 to 3 days per month spread across the duration of the month.

In the period prior to which funding is made available, a willingness to be considered as a key e-Invoicing expert in their country should drive them to carry out their role successfully.

More detailed information regarding roles and responsibilities of CIM are provided in section 5.54

VII. KA: Key Activities

Description of key activities needed to offer the Value Proposition.

See also Chapters 5.2 to 5.6 (Balanced Scorecard Strategic Goals and their Underlying Processes).

The key processes which have to be offered on the platform and which shall be supported by the secretary⁷ of the EIG:⁸

1) Enlisting of organizations in the field of e-invoicing in Europe. A self-enlisting function helps in getting data from organizations quickly.

2) Establishing a lead person in the field of e-invoicing primarily for each European country who has to fulfil several duties e.g. providing content about e-invoicing, checking the new enlisted organizations and promoting the platform. To foster the collection of country related data a local expert of every European country in the field of e-Invoicing supports the efforts. This person is well connected to the country's initiatives and is an expert in the field. This person works on a voluntarily basis for the E-Invoice Gateway.

E-Invoicing is a global issue. Due to this fact, Country Information Managers coming from countries outside the European Union are also invited to participate and contribute their knowledge to the EIG.

3) Collecting country related information about technical, legal and organizational aspects. Here a short executive summary brings a good overview about the current situation and additional information about technical, legal and organizational aspects. The information is either uploaded or linked. The respective Country Information Manager is responsible for the reliability of the content: He/She has to review new or updated content when changes have occurred.

4) Offering a web based knowledge management tool which supports all workgroups of the CEN eINV workshops (phase 1-3) in collaborating, publishing and getting response from the community. Every workgroup has its own way of working on their tasks. The technology does not handicap them in their work but support their individual way of making progress and creating results. So the workgroups find on the platform an easy and comfortable way in how to publish their results.

The EIG as collaboration platform shall be opened in future to other reliable sources and initiatives in the field of e-invoicing.

5) Building of a community of practice with the help of annual events (e.g. call for use cases, call for papers, call for best practices in the field of e-invoicing, CIM summit). Establishing a community of practice and an annual call for papers, call for best practice and use cases in the field of e-invoicing will help in collecting information for the e-invoicing community and also raise awareness for the topic.

VIII. KP: Key Partners

Potential Key Partners and Key Suppliers:

- CEN/CENELEC
- National E-Invoicing Forums
- CIM
- European Multi-Stakeholder Forum on e-Invoicing

⁷ It is considered to set up a SLA which defines aspects like Response times, Duration, Reimbursement etc. between the Management team and the Technical and Editorial Support.

⁸ CWA 16046: <ftp://ftp.cen.eu/PUBLIC/CWAs/eInV2/CWA%2016046.pdf> (2011-03-30)

IX. CS: Cost Structure

Rough estimates and ranges based on resources in segment 'Key Resources'.

Physical (Server hosting):

Annual: 0,2K€ to 0,5K€ (estimation)

Includes:

- Server Hosting Costs
- Office Costs
- Other Fixed Costs
- Marketing Costs
- Travel Costs to Annual CIM Conference on a case by case basis
- Translation of landing page of portal into 4 additional languages 2k a year

Human:

1) Management Team

Annual : Approximately 50K€ to 140K€ (2 part-time/ 50 % or 1 full time)

2) Secretary

Annual : Approximately 25K€ to 60K€ (1 full time)

3) Editor

Annual : Approximately 20K€ to 50K€ (1 part-time/ 50%)

4) Technical Support

Annual : Approximately 20K-40K€ (1 part-time/ 50%)

5) CIM's

Initially no salary to be paid in first two years of operations outside CEN workshop framework. In year 3, once a funding mechanism has been put in place, a financial contribution will be made to contribute CIM's efforts. With this increase in financial contribution comes expected increase of quality of delivered service.

Annual (from Y3): Approximately 5K-12K€ (Part-time in each every European Country/ 2-3 days per Month)

6) Board/Steering Committee

Initially no remuneration to be paid in first two years. From third year, at a minimum should expect to reimburse costs related to travel and time allocated to EIG.

Annual (from Y3): Approximately 4k€

Human capital costing will vary depending on the qualifications and experience of the persons as well as their localization.

5.2 Balanced Scorecard

To support the realization of the strategy and the business model defined in chapter 4, dedicated to the E-Invoice Gateway Business Model, a Balanced Scorecard⁹ approach was adopted.

In the Balanced Scorecard, the four aspects of financial, audience, internal business process and learning & growth strategic goals are described with their objectives, success criteria, initiatives, targets and target dates (Figure 3):

Financial	Audience	Internal Business Processes	Learning and Growth
Self-financing of platform for next 5 years	Define target groups and their needs	Ensuring high quality of content on the platform	Expansion of the CIM network to other continents
Self-sustainability of platform	Raise awareness of e-Invoicing in target groups	Track feedback and act on the feedback	Raise the sharing of experience & the sharing of learning in target groups
	Target group find content useful (needs are met)	Ensure technical sustainability	Expansion of the operational team working with and for the platform
	Provision of transparency	Using social network tools to foster involvement of participants on the platform	
	Expansion of strategic cooperation with companies, Organizations, NGOs, academic Partners	Ensuring a high quality of the CIM network in terms of output, people and workload	
	Strategy focused (further) development of Services		

Figure 3 - Balanced Scorecard for the WG4

⁹ Robert S. Kaplan, David P. Norton (1996): The Balanced Scorecard: Translating Strategy into Action; Harvard Business School Press

5.3 Financial Strategic Aspects

In this section aspects regarding financial considerations are described.

It is mandatory to generate a sufficient cash flow to finance the EIG for the next three years after the workshop. In order to meet this requirement, the CEN e-Invoicing Workshop Awareness and Promotion workgroup is looking for an organisation to fund the EIG for a three year period. Within the next three years, further considerations and business models can be developed which allow a sustainable future of the EIG.

One possible future model is to fund the EIG, after the end of the three year period, via a subscription model. Financing could be provided by one or a combination of organization types including: Not-for-profit organizations, NGOs, National Institutions, Commercial Organisations or a combination of these types of organisations. A key aspect to be considered is the need to maintain independence of EIG.

Based on the Request for Information document (see Annex 5) the following basis services and functions have to be financed:

1. Technical processes

- Hosting (incl. maintenance of the hosted website)
- IT-security activities (e.g. encryption of database, etc.) and that these IT-security are up-to-date
- Bug fixing of the web software
- Further development of web-functions of the platform (based on Management team or CIM response)

2. Operational processes

The key processes were already described in 5.1

The following roles shall be considered in funding considerations:

- 1) Management Team
- 2) Secretary
- 3) Editorial Support
- 4) Technical Support
- 5) CIM's
- 6) Board/Steering Committee

Funding options/sources/rules

Funding options shall be explored with EC (e.g. Multi-Stakeholder Forum on E-Invoicing¹⁰, DG Enterprise and Industry...) and NGO organisations in the field of e-invoicing. The EIG shall also create revenue streams by using a suitable business model. The funding options must at no time violate the EIG values. This has to be guaranteed by the EIG management team.

¹⁰ Multi-Stakeholder Forum on E-Invoicing: http://ec.europa.eu/internal_market/payments/docs/einvoicing/c8467_en.pdf (2011-09-21)

5.4 Audience Strategic Goals

In the following sections considerations regarding the audience of the EIG are described.

5.4.1 Key Audience

This CWA is primarily targeted at stakeholders of the European SME landscape:

- SME's:
 - SMEs are a key focus of the European institutions and, increasingly, the appropriateness of regulation to SMEs is viewed as a test for the effectiveness and fairness of policy initiatives. SMEs consistently represent more than 99 % of European businesses¹¹, account for 50-70% of EU GDP and provide two thirds of jobs in Europe¹². While many large enterprises already use e-invoices, the adoption level by SMEs remains relatively low. As a result from initiatives driven by the EU and EU member states, e-invoicing uptake by SMEs is expected to increase substantially in the mid-term.
- Trade associations and SME associations in order to:
 - Promote e-Invoicing among SMEs and among SMEs and their large business partners through the associations' networks;
 - Establish harmonised requirements;
 - Establish quality charters with third party service providers based on normalised (harmonised and standardised) processes and technical solutions service providers can adhere to, either by self-assessment or by certification. The selection of suitable service providers by SMEs will be easier.
- Service and solution providers: E-Invoicing services providers and software providers: for them to prepare new solutions for e-Invoicing including archiving solutions. e.g. Service providers (vendors); In House invoices issuers; Consultants
- Big companies: In their role as influencers in the implementation and operation of e-Invoicing amongst SMEs.
- Academic Institutions: In their role as key driver for applied Research and Development. They influence SME's primarily through the research material they produce. Examples of such institutions include universities, higher education institutions, research organizations and public institutions

Please note that considerable work has been done by WG2 of the CEN e-Invoicing Workshop Phase 3 to profile and define SME's. For further information relating to this topic, please refer to CWA 16460 to CWA 16464.

SME Landscape Needs

The information provided on the Gateway will aim to satisfy the information needs of SME and other organizations in their capacity to influence SME's. This information will be presented in a manner which directly reflects/addresses the target audience's needs.

SME's:

SMEs implementing E-Invoicing need access to information which helps them to learn about E-Invoicing. We must assume that the SME will not have the technical, financial or human capital capability needed to develop a solution in house and therefore will turn to outside their organization for help with e-Invoicing.

Other stakeholders of SME landscape

Besides SME's, the Gateway should also take care of the needs of other stakeholders relevant to the SME landscape

¹¹ EU Commission 2 Dec Communication – COM (2010) 712

¹² NORMAPME March 2008

- **Trade associations and SME associations:**

Trade associations¹³ will be particularly interested in:

- 1) Promotional information relating to e-Invoicing
- 2) Information about standardisation initiatives
- 3) Quality charters for use with third party service providers based on normalised (harmonised and standardised) processes and technical solutions

- **Service and solution providers:**

The information required by this audience is most likely to be reports, guidelines and processes which relate to the implementation of e-Invoicing solutions.

In order to ensure that their needs are catered for, the Gateway will need to provide more technically orientated and detailed implementation documentation aimed at this audience.

Also, from the statistics derived from the e-Invoice Gateway, we know that this audience shows a particular interest in communicating information relating to their business on the Gateway.

- **Large companies:**

As larger businesses are likely to have in house IT teams, be able to implement or at least understand the technical aspects around e-Invoicing, and for this reason will also have an appetite for more technical documentation.

This documentation will be similar to that required by service and solution providers. In their role as influencers in the implementation and operation of e-Invoicing amongst SMEs, they will be interested in the same information that an SME would be interested in. They could then share this information with their SME trading partners.

- **Academia**

They would benefit from the following type of information:

- Networking contacts /access to companies
- Quantitative data
- Conference/event information
- Access to research papers

Therefore, in addition to what is already available on portal we will need to provide more quantitative data in order to satisfy their needs.

In order to address the needs of European SME's it is necessary to organize and categorize the information contained in the portal into the stage in which an SME finds itself with regards to the implementation of an e-invoicing system.

They will need information helping them 'Get Informed', 'Get started', 'and 'Stay Up to Date' with E-Invoicing. This information can then be used by different SME stakeholders with varying degrees of interest.

Table 5 provides an overview of the type of information needed by the target audience at each stage of the process as well as the services offered on the EIG (portal content). Some content is already defined and some requires further analysis.

¹³ A trade association, also known as an industry trade group, business association or sector association is an organization founded and funded by *businesses* that operate in a specific *industry*.

Table 5 - Information process for SMEs

Stage	Type of Information	Portal Content
Get Informed	List of information needed in order to move to E-Invoicing	Check List – Information
Get Informed	List of actions needed in order to move to E-Invoicing	Check List – Action Points
Get Informed	Basic information relating to e-Invoicing including 'What is E-Invoicing', 'Key Players', 'Benefits'...	Introduction to E-Invoicing; Research reports...
Get Started	More detailed information about E-Invoicing	TBC
Get Started	Guidance on which technology and solutions are adequate for the situation of a particular SME. Often beyond the competence of the SME itself.	Description of different technologies and services; Provide listing of service providers (to include key information relating to their solutions).
Get Started	Develop understanding of technological aspects of E-Invoicing. SME's tend to have a limited understanding of technological aspects and legal constraints	Provide E-Invoicing process information; Compliance guideline; Interoperability documentation
Get Started	Develop understanding of how to implement e-Invoicing. SME's tend to have a limited understanding of implementation and the impacts on business processes.	TBC
Get Started	Access to a central location for all the information required in order to successfully implement E-Invoicing	TBC
Get Started	Cost effective solutions. Currently there are several financial barriers to the uptake of e-invoicing including: High cost of setting up applications; In some regions, the low labour cost will not motivate migration from paper to E-Invoicing; Cost per invoice is not clear; Cost per electronic invoice is sometimes too high compared to paper invoice, especially if the cost for electronic invoices is not transparent.	Provide simulations of costs with vs. without E-Invoicing guidelines
Get Started	Information enabling SME's to keep up to date with the evolutions in E-Invoicing	TBC
Stay Up To Date	TBD	TBC

5.4.2 Target Group Find Content Useful (Needs Are Met)

Number of monthly contacts with the Gateway

In order to keep track of visitors to the website and the content viewed by its visitors, the web analysis tool Google Analytics¹⁴ was implemented on the EIG:

Google Analytics is an enterprise-class web analytics solution that gives rich insights into website traffic and marketing effectiveness. Powerful, flexible and easy-to-use features now let one see and analyse traffic data.¹⁵

To get a first insight into the features of Google Analytics only a selected set of tools for the analyses of the web traffic were selected¹⁶ :

- Visitors per month as graphical interpretation
- Site usage (per month)

- Visits

Visits indicate the number of unique sessions initiated by the visitors of the website. The number of visits the site receives is the most basic measure of how effectively you promote your site. Starting and stopping ads, changing your keyword buys, viral marketing events, and search rank are some examples of factors that influence the number of visits your site receives.

- Pageviews

A pageview is defined as a view of a page on the site that is being tracked by the Analytics tracking code. If a visitor hits reload after reaching the page, this will be counted as an additional pageview. If a user navigates to a different page and then returns to the original page, a second pageview will be recorded as well.

- Pages/Visits

The number of views pages per visit of a unique visitor.

- Bounce Rate

Bounce rate is the percentage of single-page visits or visits in which the person left the site from the entrance (landing) page. Use this metric to measure visit quality - a high bounce rate generally indicates that site entrance pages aren't relevant to your visitors. The more compelling your landing pages, the more visitors will stay on your site and convert. You can minimize bounce rates by tailoring landing pages to each keyword and ad that you run.

- Average Time on Site

Average time spent on the website.

- New Visits

The number of new visitors per day who visit the website. It is also possible to measure (within limits) returning visitors by checking the internet protocol address.

- Traffic Sources Overview

This report provides an overview of the different kinds of sources that send traffic to the site. The graph shows traffic trends; the pie-chart and tables show what is driving the trends. "Direct Traffic" is visits from people who clicked a bookmark to come to the site or who typed the site URL directly into their browser.

¹⁴ Google: http://www.google.com/intl/en_uk/analytics/ (14.10.2010)

¹⁵ Google: http://www.google.com/intl/en_uk/analytics/ (14.10.2010)

¹⁶ All definitions are provided by Google Analytics Help

"Referring Sites" shows visits from people who clicked to the site from another site.

"Search Engines" shows visits from people who clicked to your site from a search engine result page.

- Map Overlay

This map visualizes volume (visits, pageviews) and quality (pageviews per visit, conversion rates, per visit value, etc.) metrics by geographic region.

- Content overview

This report provides an overview of pageview volume and lists the pages (Top Content) that were most responsible for driving page views. One can also reach some useful reports that reveal how users interact with the site and statistics related to how they found the site in the first place.

The statistic can be accessed here: <http://www.google.com/analytics/>

Login data (username and password) is for safety reason not included in this CWA but can be accessed if necessary from the administrator of the platform.¹⁷

In the future, it will most probably be a good idea to consider the use of additional features such as -Google AdWords¹⁸ which for example will help promote the website.

Number of monthly contacts with CIMs

A web survey shall be prepared where CIMs shall provide information about the following performance indicators:

- Number of requests total (quantitative) broken down into:
 - Number of requests from Companies
 - Number of requests from Organizations (NPO/NGOs)
 - Number of requests from within the Country
 - Number of requests from outside the Country
- Main focus of request (qualitative)

The effort required to fill in the web survey has to be minimised in order to avoid a too high workload for the CIMs.

Reports and statistics

Reports and statistics aim to provide an overview of the use of and traffic on the website. Two compact monthly reports containing key information will be send out to selected stakeholders (CIM, Management team members).

This report is an automatic service offered by Google.

Examples of these reports are listed in Annex 2.

¹⁷ EIG: <http://www.e-invoice-gateway.net/helpandsupport/contact/> (14.10.2010)

¹⁸ Google: <http://adwords.google.com> (14.10.2010)

5.4.3 Raise Awareness of e-Invoicing in Target Groups

Each CIM to organize an annual meeting with the most relevant business associations in their home country susceptible to be interested in E-Invoicing.

The process will be:

1. CIM to define a list of key business associations that shall be contacted on an annual basis

Key business association: e.g. VDA¹⁹ (Germany), AustriaPro²⁰ (Austria) etc... These organisations should have an interest in e-Invoicing.

2. Get in contact with these organisations and inform them about the EIG initiative
3. Organize one annual meeting where work of EIG and business association discussed and any relevant synergies identified
4. Provide feedback to the EIG CIM community and the EIG management team
5. CIM and Management team to jointly assess if a further action required
6. Re-evaluate the list on an annual basis

Maintain the content at least in part in several languages

The landing page of the EIG will be initially provided in English language only.

More languages will be implemented at a later stage as the EIF platform matures. In order to support this, the platform will offer a technical solution where a translation will be easily supported.

In contrast, the Country Related Information shall be provided in the local language(s) of the country with the possibility to switch between the local language(s) and an English version of the content. This information will be provided by the CIM.

The reason for providing local language content is that most SME businesses in Europe work in their local language and do not speak English sufficiently well to be able to find benefit from a portal in English language.

Linking strategy

It is necessary to follow a linking strategy with different stakeholders (Companies, academia, NGO, NPO, EC). Currently organisations which are successfully enlisted are invited to put a link from their website to the EIG.

Easy discovery and linkage of the information on the platform

Being discoverable is an important component of the relevance of any information site. Due to that fact several aspects have to be considered:

1) Site search

Search mechanism is very important part of the platform.

¹⁹ VDA: <http://www.vda.de/> (11.2.2011)

²⁰ AustriaPro: <http://www.austriapro.at> (11.2.2011)

People who do not visit site frequently (i.e. are not familiar with the site structure) often use search as a shortcut in finding information or functionality they need.

That way search saves their time, but – on the other end – if the information they seek is not found quite fast, they tend to give up, either because they conclude that the requested information is not present on the site or just because they turn to other sites that could help them solve their problem more quickly and easily.

Apart from commercial products that tend to be quite expensive, there are good and stable open source solutions that are capable of performing the task.

A good search engine must have following characteristics:

I. Completeness (index content from various sources)

A good search engine must index all the content referenced by the site (i.e. all the content that logically make the site, regardless whether the content is actually placed on the site or just referenced from some other place) – users need not be aware where the content actually sits if it is relevant to them.

Search engine periodically queries all the sources at the frequency defined for particular source and stores the data in its own index optimized for producing fast and consistent response to search queries.

II. Precision (noise level)

Ideally, a good search engine would return only the answers relevant for the query. Search engines find all the documents/items that contain words from the query and then ranks them to put most relevant ones first.

Answers not relevant for the query are treated as noise. They disturb users and their number should be put to minimum. Precision is the amount (percentage) of relevant answers provided by the search engine.

III. Recall (completeness of the results)

It is important that search engine does not miss answers/documents that are relevant for the users query. Missing an answer (not providing it) could give the user information that is not complete and the user could then draw wrong conclusions out of it. Ideally, a good search engine would return all the answers relevant for the query.

IV. Relevancy ranking algorithm

Experience shows that users rarely consider answers that are not presented on the first few screens. To provide both good precision and recall good search engine should provide answers are sorted from the most relevant towards the less relevant. Algorithm that computes relevancy should be configurable, so that it could be tuned according to the needs of concrete application.

V. Result set navigation: pagination, facets and related terms

Result set navigation is extremely important characteristics of the search engine. Users usually start typing the query, but if the results they expect are not presented at the top of the result set, they either start completely new search (using different terms) or – more frequently – give up. Users tend to find answers they need much easier when they are presented with the options/contexts so they could browse after initial search instead of performing repetitive searches. User experience could be enriched by the introducing concept of “faceted search”, where search engine analyzes various metadata of the result set and presents them to the user grouped in facets, providing users with the context information and enabling them to get to the end result more easily by browsing (which is more natural to the user than searching).

Faceted search enables users to navigate a multi-dimensional information space by combining text search with a progressive narrowing of choices in each dimension/context, thus providing them with better search experience.

VI. Language tools (lemmatizer and thesaurus)

In languages with high inflexion – like French but also Slavic languages – various grammar form of a word could impact performance of the search engine (i.e. user should type the word in form in which it is found in the text)

Using language tools could greatly improve the quality of the search results.

Lemmatizer is a software module that puts words to their basic grammar form (e.g. nominative singular for nouns), so the search result do not longer depend of the exact grammar form in which word appeared in the text or which user typed in the query.

Results could further be improved by the dictionary of synonyms (or thesaurus), that would enable search engine to find also the items that contain other words that have the same meaning as the words user entered in the query and establish relations between various search terms.

Language tools should provide support for using multiple languages on the platform.

VII. Multiple document formats

Good search engine should support searching content that is stored in the databases, XML files and in various document formats.

For each document source and format search engine provides a method for mapping internal document metadata structure to the metadata structure of the search engine.

VIII. High performance/scalability

Good search engine should have constant response time independently of the number of concurrent user queries. It should also be scalable, so that more nodes could be added should performance become non-satisfactory due to the heavy user load.

IX. User behavior analysis

Good search engine should enable analysis of user behavior, including the identification of unsuccessful queries (missing terms), most frequent search terms and most frequent search path analysis.

2) Expert system (knowledgebase)

Non-professional users (especially in the SME market) sometimes find very hard to find the content suitable to their needs on the content-rich sites like the Gateway designed to cover the needs of various user groups.

Either they find the richness of the content as repelling factor (there is simply too much of it for them to consume in limited time they have, and they don't have enough knowledge to decide what is relevant for them and what not) or they are not sure whether the content they have found is applicable to their situation, In both cases, the consequence is that they give up and not use it.

Instead of relying on the knowledge of users to ask the right questions or navigate to the suitable content, the system should help users to identify their problem through a series of questionnaires (containing questions created by the experts) prepared for the most common user problem areas.

Such an "Expert System" could be used to overcome the mental barrier of the SME users and lead them through the system. That way the system acts as a "virtual consultant" helping users discover the relevant knowledge that would make them easier to find the right solutions to it.

Questionnaires are being used quite successfully in various European countries such as Denmark, Germany and Croatia. Besides helping users to find the right knowledge, questionnaires could be also used to help the users to perform their own e-Business readiness assessment (self-check), to build e Business maturity models and increase user awareness of the potential problems that might arise during its implementation.

The shell should use metadata on the content, knowledge about the user (like market segment and size of his company) as well as various reasoning techniques (such as forward-chaining, backward-chaining, opportunistic reasoning etc) to find the most appropriate knowledge for the user problems.

It should enable the users to keep track of the previous sessions (answers to the questions and provided answers), but also to evaluate their quality (influencing their internal "value" in the system) which is used as feedback on how relevant was that knowledge to the problem.

3) WEB 3.0 (Semantic web) / Open Linked Data

Semantic web is an initiative by Tim Berners Lee defined as: "The Semantic Web is an extension of the current web in which information is given well-defined meaning, better enabling computers and people to work in cooperation." Tim Berners Lee (Scientific American, May 2000)

So, the main goal of semantic web initiative is to enable computers/software agents better understanding of the relations between various content pieces and turn web into a web of data (and not web of documents targeted to humans, as it is now).

Semantic web is completely interoperable with "today's" web technologies and defines four simple basic rules:

- Use URIs to identify things (concepts, entities, etc).
- Use HTTP URIs which are easy to dereference by the users and which could offer more data on the URI
- Offer all the data in human readable (HTML) and machine readable (RDF, RDF/a) format
- Link data as much as possible with other related information (i.e. use information at its source instead of duplicating it).

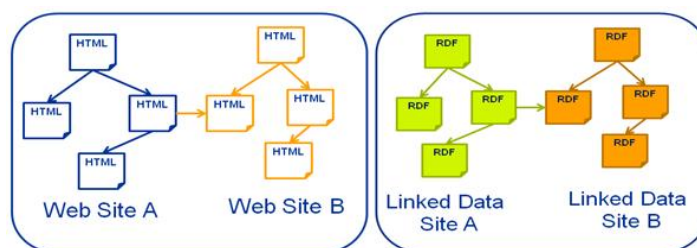


Figure 4 - Open Linked Data

A related initiative called "Open Linked Data" (4) is building on top of it, providing various data that is accessible using semantic web technologies. It enables completely new forms of applications ("mashups"), where the data from various sources are connected ("mashed-up") to form a new meaning and add value to the customers.

Furthermore, it provides for much better information discovery because formal rules could be applied make conclusions about the data to (inference), thus providing much more precise answers.

In the end, it leads to much better knowledge management, because it enables the site to use knowledge both from the users and from the other sources and build that knowledge into the content, starting the whole process again.

The initiative has grown very much in popularity in recent years and is still growing very fast with the support of some EU governments (data.gov.uk as an example). As part of the European Commission's 7th Framework Programme a €6.5m grant has been given to the LOD2 project²¹, to continue the work of the Linking Open Data project. Started in September 2010 and due to run until 2014, this project states it aims as "Creating Knowledge out of Interlinked Data".

The gateway platform should be open to the semantic web and Open Linked Data concepts and follow the basic principles..

It should provide identifications to all metadata (classifications) and entities published on the platform (companies, institutions, people, legal acts) as URIs, including the ability to use URIs defined by other authorities (such as normative bodies).

It could also support RDF/A as the method for embedding machine readable metadata information into human readable content (to make entities - like people, companies, institutions and laws - linkable with other information sources).

²¹ LOD2: http://cordis.europa.eu/fetch?CALLER=PROJ_ICT&ACTION=D&CAT=PROJ&RCN=95562 (2011-09-12)

5.4.4 Independence and Reliability

In order to ensure EIG is and remains perceived as independent (non-commercial) and reliable, it is necessary to:

- Improve the enlisting process of organizations displayed on EIG by requesting that more detailed information is provided by these organizations at time of signing up
- Ensure that all the content sources are well stated on the Gateway

Categories of Organizations

There are 9 categories of organization listed on the EIG. They are:

	Type	Description	Examples
1	Certification authorities	Is an official authority that provides certificates that authenticate the issuer of the E-Invoice. Is an official authority that issues and manages security credentials and public keys for message encryption.	A-Cert, D-Cert, Swisscom...
2	Standardisation authorities	Is an official authority that sets and maintains standards for technology, processes and business documents relevant in the context of e-invoicing.	CEN CENELEC, DIN, GS1, ISO, UN EDIFACT, etc.
3	Regulatory authorities	A public authority or governmental agency responsible for exercising autonomous authority in the area of e-Invoicing.	Local Tax authorities
4	Public authorities	Is an official public authority that is involved in setting legal requirements, promoting the usage and leading public projects in the context of e-invoicing.	Ministry of Finance, Chambers of Commerce
5	National initiatives	Is a vendor-neutral initiative promoting e-invoicing in a specific country or region.	Local Forum on E-Invoicing, AustriaPro, All members of the Multi-Stakeholder Forum
6	General info portals	Is a vendor-neutral web based information platform that provides updated information and support in the context of e-invoicing.	
7	Solution providers	Is an organization that provides e-invoicing solutions.	
8	Consulting organizations	Is an organization that provides consulting services in the context of e-invoicing (e.g. in the area of evaluation, implementation, tax and legal aspects, etc.) OR An organization that provides expert advice in the field of e-invoicing.	
9	Academic organizations	Is a University or other higher learning institution that maintains competencies, performs studies, surveys and lectures in the area of e-invoicing.	

Based on the organizations currently listed on the portal, it can be observed that the "Solution Provider" category is by far the most populated of the 9 offered categories.

Furthermore, in the other categories, not all of the listed organizations appear in the appropriate category.

Therefore, the following actions should be taken:

- Carry out inventory of currently listed organizations to identify which are placed in the wrong categories
- Assess whether certain categories should be listed separately or be merged (e.g. Merge Certification & Standardization Authorities as well as Regulation & Public Authorities)
- Divide the category "Solution Provider" into additional categories (Solution Provider, Consulting Organization)
- Describe the categories briefly
- Define criteria that characterize the specific category

In addition to the specific information to be provided for each type of category of organization (as detailed below for each category) the following mandatory information has to be provided by all organizations regardless of organization type:

- Name of Organization
- Contact E-Mail (incl. reminder for update)
- Description of the organization
- Logo (optional)
- Contact Data: Organization Name, First Name, Last Name, Address, City, Postal Code, Country, Telephone, Fax, E-Mail
- Website
- Geographical reach (list of options: Worldwide, Europe-wide, National)
- Category: (As previously described, there are 7 options)

The category specific information is as follows:

Certification Authorities

Criteria: Area of Certification (mandatory)

Standardization Authorities

Criteria: Area of Standardization (mandatory)

Regulation Authorities

Criteria: Area of Regulation (mandatory)

Public Authorities

Criteria: Area of activity (mandatory)

National Initiatives

Criteria: E-Invoicing solution focus

List of options: B2B / B2C / B2G / G2B / G2C / G2G (B=business, C=consumer, G=government)

- Operator-Focus

List of options: Users, Solution Providers, Public Authority, etc.

- Source of Funding (this would be a good way to identify whether the portal is really neutral)

General Infoportals

Criteria: E-invoicing focus of the portal

List of options: Process, Tax, Legal, ...

- Description of focus of information
- Source of Funding (A key measure of determining the portal's neutrality.)

Solution Provider

General Category Criteria

1. How many e-invoices does your organization process currently per year in this country?

Ranges: up to 1.0 mio, 1 - 10 mio, 10 – 100 mio, 100 – 1000 mio, > 1000 mio)

2. Which market share of the sellers' market are currently benefitting from your service / network?

ranges: up to 5 %, 5 % – 10 %, 10 % – 20 %, 20 % - 30 %, > 30 %)

3. Which market share of the buyers' market are currently benefitting from your service / network

ranges: up to 5 %, 5 % – 10 %, 10 % – 20 %, 20 % - 30 %, > 30 %)

4. Do you support the exchange of other business documents / data?

List of options: Purchase Order, Order Confirmations, Remittance Advice, Dispatch Advice, Product Catalogs, etc.

5. What is the focus of your e-invoicing solution?

List of options: B2B / B2C / B2G / G2B / G2C / G2G (B=business, C=consumer, G=government)

National Category Criteria (We should do similar criteria for Europe-Wide and Worldwide)

6. Please note that there is not always a national accreditation so maybe should have additional option other than Yes or No

7. How many FTE do you employ in this country?

Consulting Organization

General Category Criteria

1. Consulting areas

List of options: Tax / Legal / Process / Evaluation & Implementation / ...

Country specific Criteria

2. Size by FTE with e-invoicing expertise

Academic Organization

Criteria: Description of activities in e-invoicing

5.4.5 Expansion of Strategic Co-operations with Different Stakeholders

It is necessary to adopt a growth strategy which fosters the dissemination of information about e-Invoicing. In order to achieve this, strategic collaboration with companies, organizations, NGOs and academic partners should be pursued.

A process which helps in the identification of suitable strategic partners has to be defined and implemented by the EIG management team. As part of this process, emphasis shall be placed on the aspects of how the co-operation candidate agrees in the values of the EIG.

5.4.6 Strategy Focused on On-going Development of Services

Strategy focused further development of IT Based Services

In order to develop additional services on the EIG, a specific service development procedure is required to ensure that high standards of services are delivered.

In the field of IT-based service development, the disciplines of Service Engineering (Fraunhofer IAO) or Service Design are useful in order to develop high quality services.

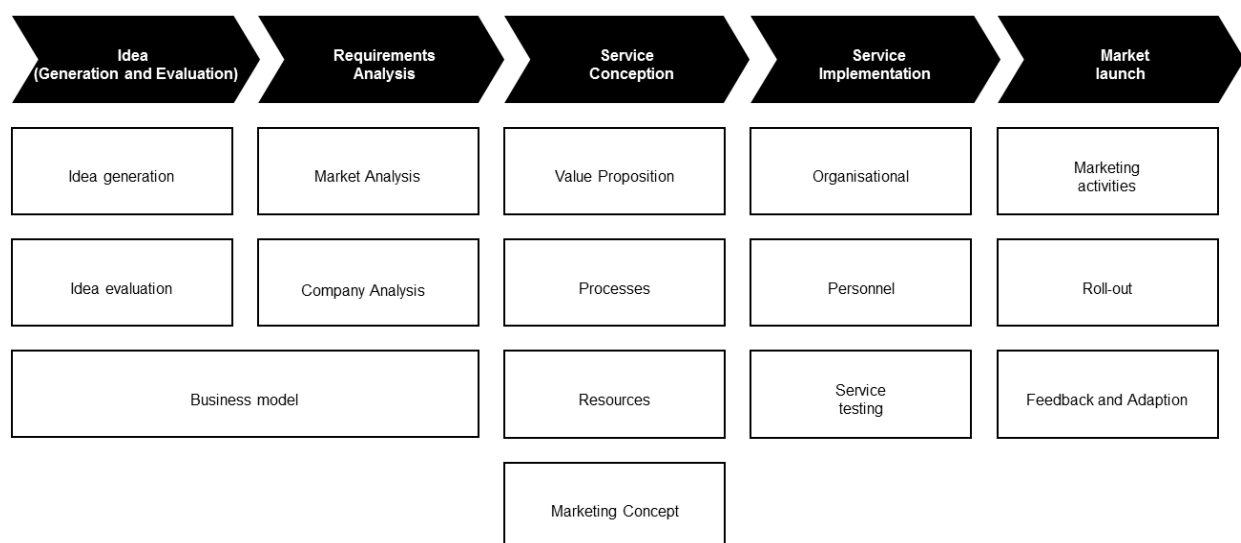


Figure 5 - Generic Process for the Development of Services²²

Service Engineering

In (Bullinger, et al., 2003)²³ Service Engineering is introduced as: “Service engineering can be understood as a technical discipline concerned with the systematic development and design of services using suitable models, methods and tools.”

²² Service Engineering Process - Thomas Meiren, Fraunhofer IAO. <http://www.iao.fraunhofer.de/index.php> (18.5.2011)

²³ Bullinger H.-J., Fähnrich K.-P. & Meiren T. (2003). Service engineering—methodical development of new service products. Int. J. Production Economics, 85, 275–287.

A characteristic of Service Engineering is explained by (Bullinger, et al., 2006)²⁴: Service Engineering has a close linkage to engineering disciplines and sciences. Due to this approach, the use of standardized development models (processes) and construction method may cause significant advantages like shorter development cycle time and reduction of development costs.

Service engineering adopts a more technical - methodological - approach, attempting to efficiently utilize existing engineering know-how in the area of traditional product development to develop innovative services. (Bullinger, et al., 2003)

Service Design

Service design is fundamentally the creation, development or adaptation of services to improve the customer's experience and interaction with the service provider. It takes 'a human-centered approach and an outside-in perspective' (Mager, 2004)²⁵ especially when being practiced in a public sector setting. The user-centered process is very similar to transformation design which is defined in broad terms as new thinking and practical design solutions in the form of systems, services and products. The approach is human centered, involving users, business and service providers in the design process to explore a wide range of social issues (Cottam & Leadbeater, 2004)²⁶.

It is necessary that the EIG management team is working together with experts in one of those fields to ensure a high quality of service generation and service providing to the key audience.

²⁴ Bullinger H.-J. & Scheer A.-W. (2006). Service Engineering - Entwicklung und Gestaltung innovativer Dienstleistungen. Berlin, Heidelberg, New York : Springer, 2006.

²⁵ Mager, B. (2004), Service design: A review. KISD, Köln

²⁶ Cottam H. and Leadbeater C. (2004), Co-Designing Services. Design Council, London

5.5 Internal Business Process Strategic Goals

In the following section aspects regarding internal processes and business processes will be discussed.

5.5.1 Ensuring High Quality Content on the Platform

To meet our objective: the information on the Platform must be:

1. Accurate
2. Reliable
2. Exhaustive/complete
3. Practical/Useful
4. Up-to-date

One of the CIMs role as defined in the CWA is the communication of the information about the e-invoicing state of the art in their own country.

Consequently, the main actors in managing the information available on the Platform are the CIM.

Table 6 below aims to define how the information is posted on the platform and the rules relating to the control of the accuracy and reliability of the information.

Table 6 - Updating process and responsibilities

	Phase 1: Draft an updating process	Responsible person
Nature of the information to be updated	Legal/Tax/VAT/IT Sources: legislation/instruction/case-law	CIM
	General information (article, presentation, etc.)	CIM
	Practical guidelines	CIM
	Statistics about e-invoices	CIM
	Experience on tax audit	CIM
Territorial level content	Domestic information / content	CIM
	EU information / content	EU CIM
Frequency of the update	Alternatively: - voluntary: update by CIM in case of new information to be posted on the Platform - compulsory check: Quarterly - an alert would be sent to each CIM by the secretary to remind them to update if necessary	CIM + Secretary
Timescale	A quarterly conference call would be organized between each CIM to discuss on e-invoicing hot topics	Secretary
	Direct Edition on the platform by the CIM	CIM
	Email sent by each CIM to a person that can potentially provide with/update information	CIM
Who is the responsible person for the update?	For Country related Information	CIM
	For EU invoicing information	EU CIM
Follow-up of the update process	Use of an update roadmap	Secretary

In Table 7 is shown how the reliability of the published content is guaranteed.

Table 7 - Process for the reliability of the published content

Phase 2: Control process for the quality and the reliability of the content published on the Gateway		Who is in charge
Who is liable to publish	Local information EU information Non EU information	CIM EU CIM CIM
Level of control (see developments below for control process)	Local information EU information Non EU information	CIM EU CIM CIM
Nature of the information published	All information on e-invoicing Restricted information (too specific: very IT issues)	CIM / EU CIM Team Leader
To which party the information content is addressed?	Business companies E-invoicing service-provider Individuals IT companies	CIM CIM CIM CIM
Exhaustivity / Quality of the content	Level of information published on the Platform	Team Leader

Control process: The CIMs are responsible to update the information available for their own country. In order to ensure that the information published is reliable a community control will be established:

- Voluntary posting of an information (outside the quarterly update check):

Before posting the information, the CIM should send an email with content of the intended post to the CIMs community and the secretary.

From the date this email is sent until one week has elapsed, the CIM is not allowed to post the information:

If during the week no objection has been raised/amendment suggested (in a very polite way) the CIM can posted the information directly on the Platform.

- Quarterly check of the information:

The same process as above describe for Voluntary posting of information should be followed.

5.5.2 Track Feedback and Act on the Feedback

Satisfaction survey

The response of the audience is a key factor in an on-going improvement process. So it is mandatory to build in means to collect data and to react in a proper way on the data which can be deducted.

To ensure the best results in receiving a feedback from the audience a non-interruptive way of measurement is mandatory.

The functionality of “text rating” on the same page offers the possibility to rate any text information which is offered and will support the editor of the text information in an easy way to get fast response from the audience whether the offered information is useful or not.

For a deeper insight in the impact of the offered content a classical survey can be set up and send out via the newsletter to the audience groups (SME, Business, Academic).

5.5.3 Ensure Technical Sustainability

One way to ensure technical sustainability of the Gateway is to migrate it to some widely used open source CMS (or WCMS) platform.

Open source WCMS platform could ensure that new features are constantly added to the Gateway and that it stays up to date with the technical advance. That way the Gateway would benefit from the development efforts of the open source platform itself, and would have to implement only the features specific for the gateway, instead of building the whole system from the scratch.

Existing open source CMS platforms (e.g. Drupal, Alfresco, etc.) offer good perspective as tools for implementation of the next version of the Gateway.

However, to implement the Gateway platform using some widely used open source CMS platform some basic criteria must be defined. These criteria must ensure that the open source tool provides for stable and reliable platform on which development should be based in the next mid-term period (3-5 years):

Criterion for selecting appropriate open source CMS platform

The full source code of the project must be available and its usage must be under such license that enables Gateway development without paying any royalties or other fees.

The usage of the product must not be limited in the terms of geography (or at least available throughout whole Europe and SAD), number of users nor industry sector or some other means.

The open source CMS must be developed using some main-stream widely available royalty free standards based technology such as Java, C# or PHP.

The open source CMS must offer support for content authoring (internal) processes and WCMS (Web Content Management) features.

The open source CMS should support usage of widespread content authoring tools / formats such as Open Office, MS Office and PDF.

The community behind the project must be strong, stable and active. It is desirable that besides open source CMS also has a commercial variant.

The CMS must be actively used in production by some respectable content source on the internet.

5.5.4 Ensure High Quality of the CIM network in Terms of Output, People and Workload

CIMs are national e-invoicing experts who provide information relating to e-invoicing in their country. A CIM could be a person, a group or a team, representing their country in various fields related to e-invoicing (judicial, taxation, ICT etc.).

There are currently 32 CIM's of which:

- 25 represent EU member states
- 3 representing EU Accession Countries (Croatia, Iceland & Turkey)
- 2 representing Schengen member states: Norway & Switzerland
- Representative for the USA
- Representative for Chile

Therefore, at present, we have no more than 1 CIM per country.

The EIG team is looking to recruit on an on-going basis experienced Country Information Managers to represent countries not currently covered by EIG. Recruitment is primarily focused on Europe but the team is also looking for representatives from other regions of the world.

At present, CIMs work on voluntary basis, motivated by the visibility it gives them in their local market as e-invoicing experts.

Role of CIM

The following Figure 6 gives an overview about the several basic tasks a CIM has to fulfill.

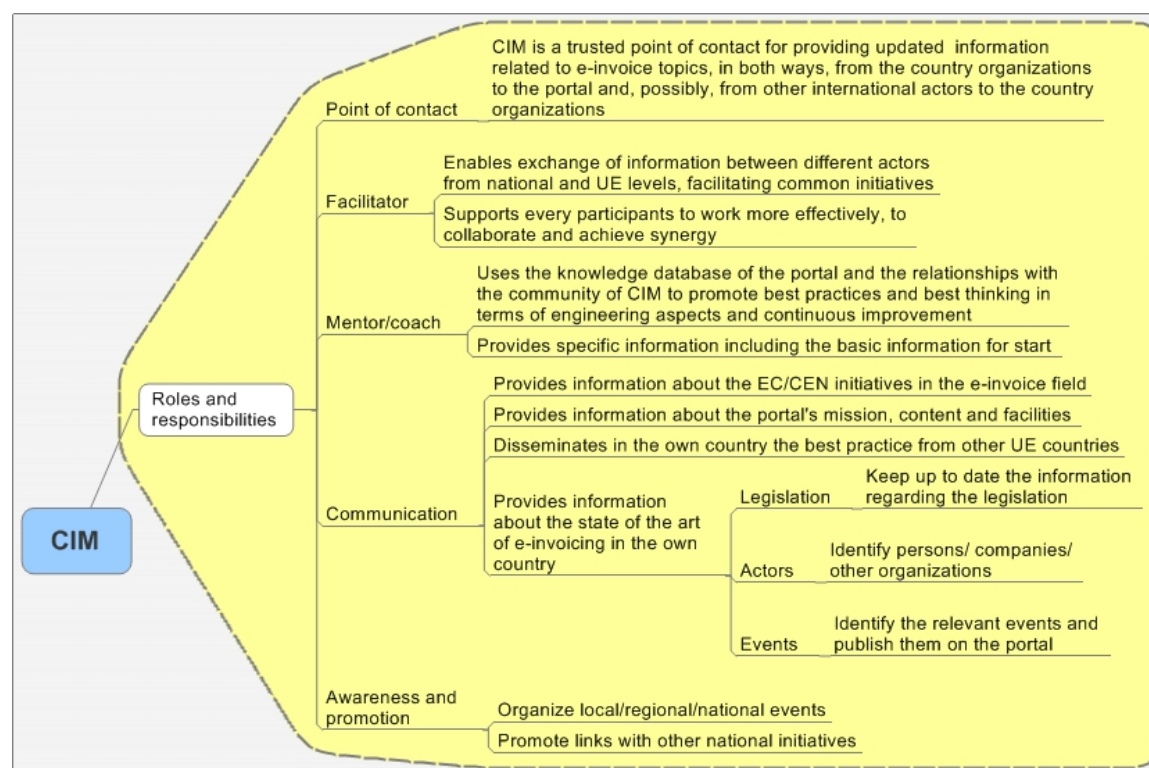


Figure 6 - Roles and responsibilities of CIM

The detailed tasks of CIMs are:

1. Identifying and communicating information on e-Invoicing environment, practices, activities (e.g. conferences), companies and organizations in their country, serving as a contact point that provides relevant information to the interested parties abroad.
2. Informing local market players about European-wide non-commercial awareness activities and encouraging them to participate by enlisting on portal and sharing their knowledge.
3. Informing local market about the EIGs mission (native speakers for requests of the respective country).
4. Be an important source of information for organizations and individuals wanting to find out more about e-invoicing, local e-Invoicing players and/or get started with e-Invoicing.
5. Providing mentorship to EIG team where possible, advising on usability engineering aspects and continuous improvement process aspects
6. Participating in regular telephone conferences (every 3-4 months on average) with other CIMs to foster the growth of this community.
7. Verify that each organization or company enlisting onto the EIG platform provides impartial information. Companies at time of enlisting are asked to refrain from consumer advertising and promotion of products and services (<http://www.e-invoice-Gateway.net/organisations/enlist/>)

Control process for content

Figure 7 gives an overview about the control process structure.

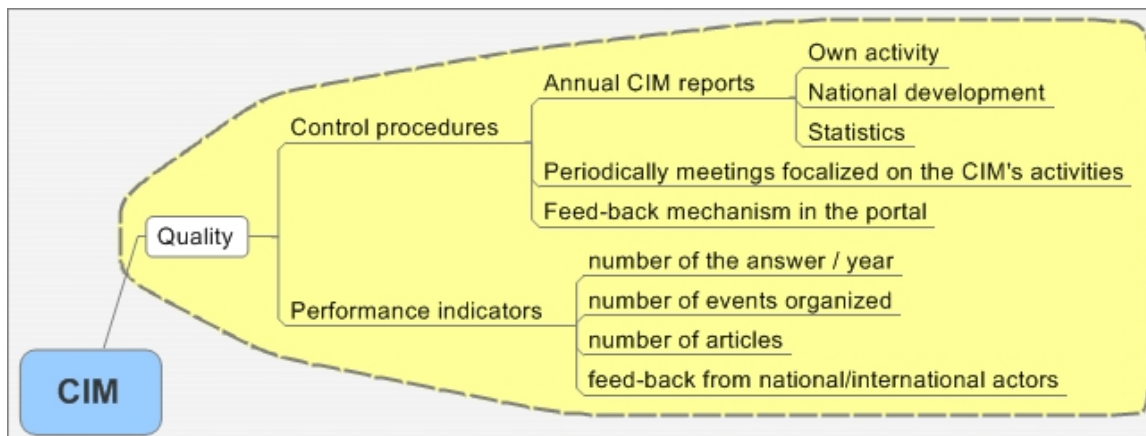


Figure 7 - Control process for content

CIM working procedures

In Figure 8 the working procedures are shown.

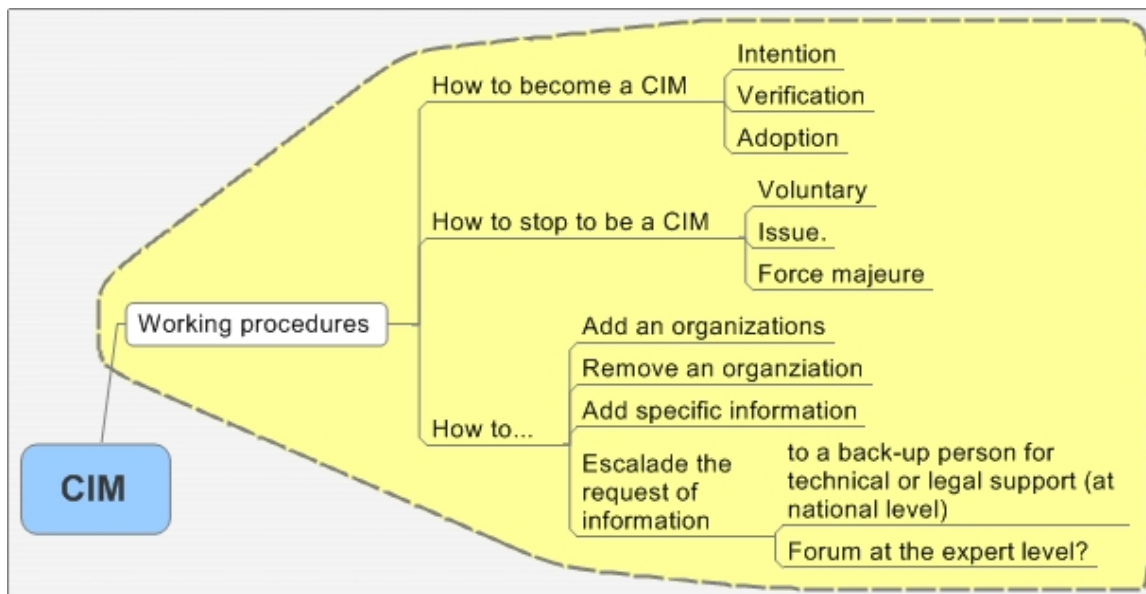


Figure 8 - CIM working procedures

(1) How to become a CIM

Intention

The CIM candidate should as a first step indicate his/her willingness to become a CIM.

He/she must transmit to the CIM management team a detailed CV²⁷ and a covering letter explaining what his/her position is and the reasons why he/she wants to become a CIM.

The duties and responsibilities as defined in the code of practice based on the EIG core values and Code of Practice detailed in Annex 4 must be clear to the CIM candidate and must be communicated to him/her prior his/her definitive application.

Verification

The CIM CV will be assessed by the management team to determine whether the candidate has the relevant experience and/or whether his/her current position is related to e-Invoicing.

Additionally, his/her employer will be checked to see if the company is a commercial company involved in e-Invoicing software and/or solution. If the candidate's company is a commercial organisation in e-Invoicing, the candidate may still be considered if they hold/have held additional non-commercially focused industry roles.

Adoption

If the CIM candidate successfully passes the selection procedure, additional information is required to post his/her details such as a picture and if not provided in the CV, contact details. The newly adopted CIM will also have to provide information about the e-Invoicing situation in his/her country. The CIM is asked to expressly indicate his/her acceptance of the code of practice.

(2) How to stop being a CIM

CIM's are appointed for an unlimited time period.

There are three situations where a CIM can stop being a CIM:

Voluntary decision

In this case, the CIM decides on his/her own to stop being a CIM, because e.g. he/she cannot give enough time for the function or has changed career direction and is not involved in e-Invoicing any longer.

²⁷ http://europass.cedefop.europa.eu/europass/home/vernav/Europass+Documents/Europass+CV.csp?loc=en_GB (2011-04-05)

The CIM sends an email to indicate his/her intent to cease their role as CIM and is asked to recommend suitable replacement candidates.

The CIM is asked to provide two-months, in order to allow sufficient time for EIG management team to find an alternative candidate.

Breach of the code of practice

In this case, the CIM has failed his/her roles and/or responsibilities (as evidenced by the defined procedures and controls) and the CIM management team has to cease the assignment.

The EIG management team reserves the right to replace a CIM if he/she is no longer responding to EIG's team emails or telephone calls over a time period of 4 months. The management team reserves the right to find a substitute candidate.

Force majeure

Would the CIM face force majeure that prevents him/her from performing his/her roles and responsibilities as a CIM the CIM manager will stop his/her assignment. The same rule of 4 months as mentioned above (or the new clause that replaces it) should apply.

(3) How to add an organization

Organisations and Companies self-enlist themselves in one or several categories defined in chapter 5.4.4. Nevertheless, the enlisting information is reviewed by the Country Information Managers and supervised by the management team of the EIG before being added to the portal.

1. When there is request from an organization to be enlisted on the platform, CIM should first make sure that organization has provided the information defined in chapter 5.4.4. (specific for the type of organization)..
2. Before approving organization to get enlisted, CIM should check (to his/her ability) whether the provided information is correct.
3. In case of reasonable doubt about the veracity of the information provided, CIM should first contact the organization that provided the information and try to solve the issue in direct contact (e.g. asking them to provide additional data that would support the information they provided).
4. If the dispute is settled, CIM would approve enlisting the organization (with possibly corrected data). Otherwise, CIM will communicate its decision and reasons for it by email to both applicant and E-Invoice Gateway Management team.
6. EIG Management team has the final decision whether the request should be approved or rejected, since it has to ensure that the information published on the Gateway are correct and impartial.

(4) How to remove an organization

Organizations could be removed from the gateway if they:

- cease to exist
- cease to perform function it is enlisted for
- provide incorrect information on the Gateway

Before removing an organization from the Gateway, CIM should first get in touch with the organization and explain the reasons for the removal.

If the organization objects the removal from the Gateway, CIM will communicate its decision and reasons for it by email to both the organization and E-Invoice Gateway Management team.

EIG Management team has the final decision whether the removal should be approved or rejected, since it has to ensure that the information published on the Gateway are correct and impartial.

(5) How to add specific information

CIM should monitor e-Invoicing scene in his/her country (market, regulations, practices) and provide (publish on the Gateway) important information about the changes or new developments in a timely manner.

To ensure that the information on the Gateway remains correct and impartial, CIM should follow journalistic criteria and behave in line with the CIM code of practice provided in the Annex 3.

(6) How to escalate the request of information

Important aspect of CIM role is providing information about e-Invoicing to interested parties.

To ensure that the provided information is correct and impartial, CIM should work closely with national technical and legal bodies and associations that set standards and business practices related to e-Invoicing (such as national e-Invoice forums).

If CIM could not answer the question him/her-self (based on the publicly available data), he should escalate the question to the appropriate body. CIMs should give preference to national and professional bodies/associations.

5.5.5 Using Social Network Tools to Foster Involvement of Participants on the Platform

Due to their growing popularity, especially with the younger population where they became predominant way of communication on the Internet, social networks offer great potential to encourage deeper involvement of participants on the platform.

Key functions that could be achieved by using social network as tools on the platform are:

- A. Virtual identity of the participants (Identification / Personalization)**
- B. Information sharing channel**
- C. User community building (including facilitating internal CIMs group work)**
- D. Facilitating internal group work (CIMs, WGs)**

Probably none of existing social networks or tools is able to fulfill all the needs of the Gateway. Furthermore, choosing only one social network could be seen as discriminatory towards the users of other ones, so the Gateway should take as premise the need to use various (as many as practical, but more than one) social networks or tools to achieve the goals set above.

A. Virtual identity of the participants

To achieve best results in offering high quality information to the visitors, it is desirable that as many visitors as possible are identified (not anonymous).

For some users with special privileges (such as administrators or CIMs) identification is absolutely necessary, but even for the “plain” visitors/readers (with no privileges to modify the content) identification as users on the platform could offer many benefits:

- personalization of content
- bookmarks – building own information structure
- commenting on the content
- communication with other users
- learning from the user behavior

The problem is that users are usually reluctant to create separate identities for various reasons:

- It takes time to register
- Users are concerned by giving personal information
- Users need to remember their credentials

Social networks could overcome many of these obstacles.

Many people use social networks as their “virtual identity”, through which they build business relations, communicate with their friends and perform many other social functions.

Lately, many sites have recognized that fact and offer users to log-in using their Facebook or LinkedIn account, getting all the benefits of registered and individual users and not requiring them to repeat the process and deal with the site-specific credentials.

Most of the social network platforms implement APIs that enable checking user credentials from outside applications and integrating these applications with the social network platform.

Except social network platforms with particular APIs, there also some specific protocols that offer cross-site user identification, like the OpenID (used by many popular Internet sites like Google, Yahoo, Flickr, Facebook etc, which enables them to act as identity providers as well due to their large customer base).

Platform could choose one or more sources for virtual identity of its users, implement their APIs and enable users to login to the platform using credentials from that network and offer users additional benefits if they log-in.

To ensure compatibility with the major identity providers, platform should support OpenID and LinkedIn APIs.

When users identify themselves to the platform, they could be offered the option to create platform-specific identity or to use their identity from one of the supported social networks.

When they login with the identity from the social network, platform passes supplied credentials to the social network platform (or transfers login process to the social network platform login process). Social network platform verifies the credential and confirms the identity of the user.

Using external identity provider also decreases the cost and effort of the platform maintenance, because platform no longer stores personal and other sensitive data.

B. Social networks as information sharing channel

Most of today's popular social networks are trying to provide all functionalities needed for virtual presence of their members.

Communicating with other people is certainly important aspect of that presence and most of the social networks support various forms of information sharing facilities.

The Gateway could use that fact and use the social networks as a communication channel.

It could provide registered users with the option to subscribe to various information feeds enabling them to:

- keep track when the selected information is changed or new information on a certain topic is published (through the feeds or subscription to certain themes – depending on metadata structure of the content on the platform)
- receive notifications/alerts published by various information sources, such as regulatory bodies, organizations
- discuss/provoke discussion on certain themes (using other methods, such as forums or lists)
- communicate directly with the platform (e.g. propose new features, comments or critiques) or directly with other users

The information sent to individual users is delivered right into their virtual environment – they social network platform - or forwarded to some of conventional communication streams (such as email) registered as preferred communication channel by the social network platform.

Candidate communication channels

- Twitter

Twitter offers great potential as information sharing channel. It enables publishing small messages (up to 140 characters) that could be used as warnings for the new content published on the platform. Messages could also contain links to the other resources (e.g. link to page on the platform that contains the new or changed information).

The procedure is easy: users of Twitter subscribe to ("follow") some tweeter account (channel that is broadcasting information), and whenever the new information ("tweet") is published, they see it on their twitter application.

Platform could offer users to subscribe to (follow) one general and also some specific channels (e.g. legal, business, country specific etc).

The platform information metadata model should support automatic selection of which information is pushed through which channels, as well as “downsizing” the content to the size acceptable for twitter messages and pushing it through the Twitter API.

Furthermore, Twitter offers widgets ready to include on the page that offer the ability for the visitors themselves to create tweets directly from the page they are currently visiting, as well as watching favorite tweets or channels directly on the page.

That way Twitter could also be used as an effective way to inform visitors on the new or updated content that has been published.

(1) RSS/Atom feeds

RSS/Atom feeds were one of the first mechanisms that enabled users to subscribe to notification on when some content is being changed. The advantage of the RSS/Atom feeds is that they are supported in most of the today’s web browsers, so that users need not install nor adopt any new technology.

The platform should offer the ability to define the list of the pages that will be available as RSS/Atom feeds.

Attention should be paid to the fact that feed technology could generate large traffic to the site since clients pull the feed from the server at intervals predefined at the client. Measures should be taken to minimize that bandwidth by using appropriate fields in the HTTP protocol (HTTP Conditional GET)

Due to higher level of standardization and compatibility, it is recommended that Gateway platform support Atom protocol. Optionally, it could also support RSS 1.0 to open up compatibility with RDF/Semantic web tools.

(2) Mailing lists

Mailing lists are still the most widely used communication channel

The Gateway should support publishing information to the predefined mailing list when the new content has been added to a certain page.

(3) LinkedIn Groups

Due to the global popularity, LinkedIn is strong candidate for building national user communities.

For that reason, the Gateway platform should support publishing information to the predefined LinkedIn group when the new content has been added to a certain page.

C. User community building

One of the most desired functions of the Gateway is to enable building of the user community around it (scoped to a certain country and/or globally).

A particular community that must not be forgotten is the community of CIMs, who also need a tool to work together more efficiently.

Important aspect of the community is that it helps individuals to act as a part of coherent group gathered around a common interest or characteristics, but enabling members to deepen their connections into other social functions beyond the scope of original common interest.

To provide that function, it should enable users to communicate in between themselves, discuss the problems, find solutions and acquire additional value out of it.

Social networks provide many useful features enabling such behavior:

- ability to create & join groups covering various themes
- discuss topics (including asking questions/advices) using forums and/or mailing lists
- receive notifications about new posts in their email account (or some other mean of communication) or directly at the platform
- express attitude (evaluate) towards certain topics or entities
- establish new or keep track of existing business contacts
- earn their status in the community (as experts in certain field) by providing relevant information to other members
- share some private data and/or personal information

For the site owner (due to increasing level of responsibility of the site owner for the content published on the site irrelevant of the actual author of the content/comment), important characteristic of the solution is ability to moderate content of the discussion and/or the users.

Effective user communities are primary oriented towards the users with similar problems and/or interests, thus the Gateway should offer support for establishing communities on the national level.

Because the popularity of various social networks vary across nations, languages and/or geographic regions, it is up to CIM to decide which social network platform is the most appropriate solution for his/her particular country and to help building the user community (if this task has not already been done by some other organization or interest group).

However, due to its global popularity and reach LinkedIn is the strong candidate for establishing such communities and should be supported by the Gateway platform.

Moreover, Gateway platform should offer unified model for providing information to the users on how to locate the user community relevant for certain country, which social network platform is being used and what is preferred way of communication with other members of the community (mailing list, discussion group or something else).

Furthermore, Gateway should provide standard methods to push information that the new content is published on the platform to these communities.

These methods should at least include sending message to the mailing list and (possibly) implement the ability to push the notification to LinkedIn discussion group

Social networks and other Web 2.0 tools overview

This chapter gives the short overview of social networks most relevant for this project at the time of writing the CWA and their possible usages in the scope of the project.

The new Gateway platform should implement connectors to the listed social networks to enable seamless usage of facilities mentioned in previous chapters with the Gateway.

- Facebook

Social network with most of the users, but with inclination towards private/entertainment usage.

Appropriate as a source for user identification due to OpenId support.

- LinkedIn

A business-oriented social network.

Appropriate as a source for user identification and user community building due to its business orientation and good support for establishing user groups.

- epractice.eu

epactice.eu is the social network site especially in the public services and government sector that also enables creation of professional user communities.

Each user could start a community which could be open or closed (moderated). However, the community metadata structure does not fit well in the specific needs of e Invoicing related audience.

- Twitter

Appropriate as an information distribution channel

- Google +

Emerging social network with business side yet to be announced.

Relevant because of the large base of the existing users of other Google products, especially as a source for user identity.

5.6 Learning & Growth Strategic Goals

In the following section general considerations regarding learning and growth activities of the EIG are shown.

5.6.1 Expansion of the CIM Network

Due to the fact that e-invoicing is a global issue, the EIG shall foster the liaison with experts in this field outside the European Union.

Future Managers of EIG to decide, depending on resources available, whether it is appropriate to adopt a global strategy with a CIM representing each country of the world or whether a more conservative approach should be taken.

At a minimum, it will be necessary to have one representative for each European country.

5.6.2 Raise the Sharing of Experience and the Sharing of Learning in Target Groups

Public events like the CIM Conference shall take place on a regular basis. These events shall be hosted by CIM in their countries with the possibility of an open exchange of knowledge between all stakeholders.

CIM conference

On Tuesday, 21 June 2011 the first Country Information Manager Conference took place in Zagreb, Croatia.

In the last years the E-Invoice Gateway offered an excellent information service with the help of the Country Information Managers (CIM). These ladies and gentlemen are experts in the field of e-Invoicing in their countries and work on a voluntary basis for the E-Invoice Gateway.

For the first time since the start of the CEN e-Invoice Workshops these experts met at the 1st CEN e-Invoice Gateway CIM Conference in Zagreb. In this conference questions about "How to use e-Invoice Gateway to speed up e-Invoice implementation in SE Europe?" and about the successful E-Invoice Gateway Initiative in general were discussed.

The outcomes of this conference are placed on the EIG (<http://www.e-invoice-gateway.net/knowledgebase/CIMConf2011/>).

Annex 1 Google Analytics Overview

Figure 9 to Figure 13 will give an overview about the data that is provided by Google Analytics on the website.

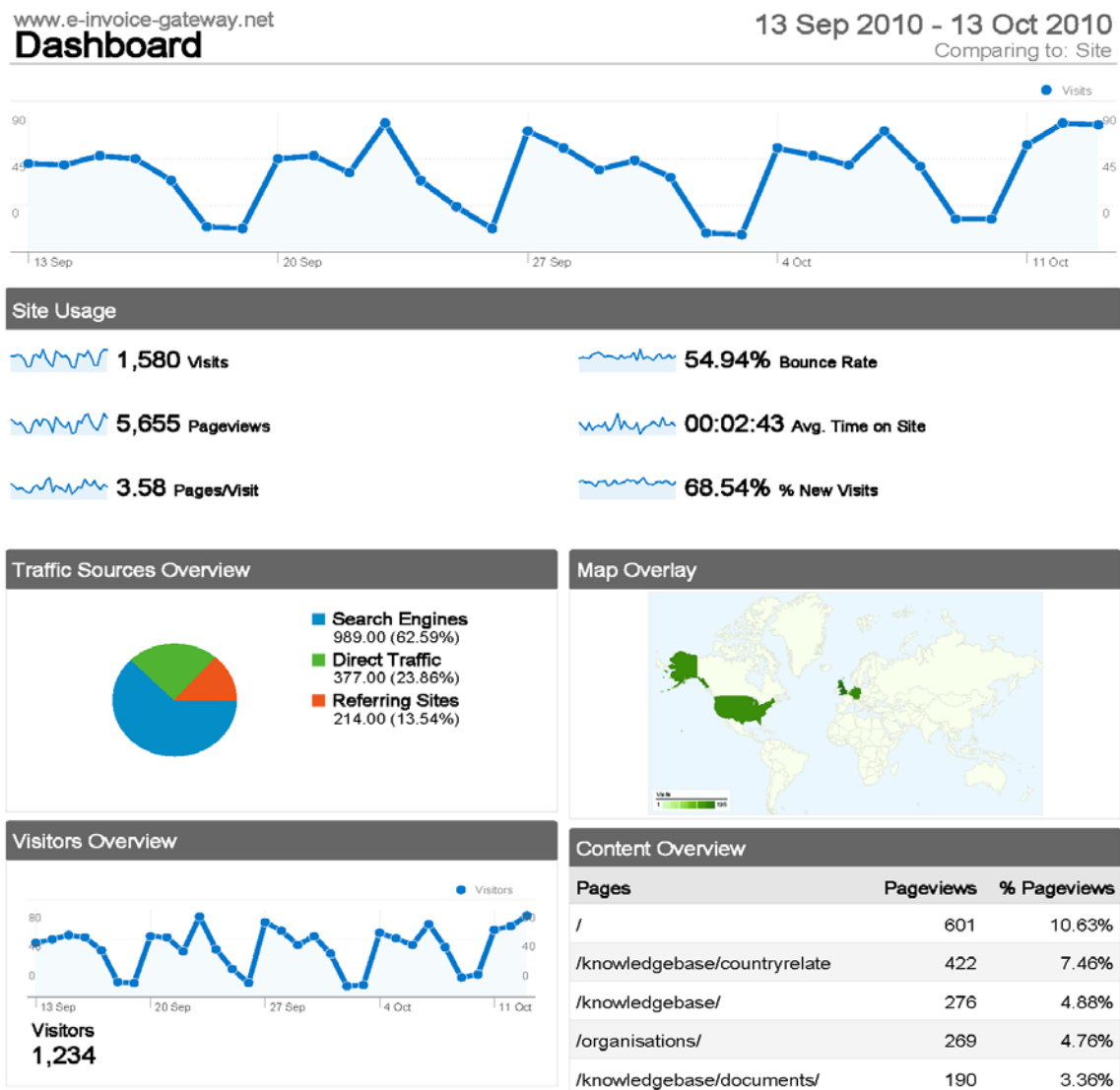


Figure 9 - Dashboard information

www.e-invoice-gateway.net

Traffic Sources Overview

13 Sep 2010 - 13 Oct 2010

Comparing to: Site



All traffic sources sent a total of 1,580 visits

23.86% Direct Traffic

13.54% Referring Sites

62.59% Search Engines



■ Search Engines
989.00 (62.59%)

■ Direct Traffic
377.00 (23.86%)

■ Referring Sites
214.00 (13.54%)

Top Traffic Sources

Sources	Visits	% visits	Keywords	Visits	% visits
google (organic)	959	60.70%	e-invoice gateway	25	2.53%
(direct) ((none))	377	23.86%	gateway net	18	1.82%
e-factureren.info (referral)	28	1.77%	e-invoicing in switzerland	16	1.62%
cbi-org.eu (referral)	24	1.52%	e invoice gateway	12	1.21%
cen.eu (referral)	24	1.52%	e-invoice	11	1.11%

Figure 10 - Traffic source overview

www.e-invoice-gateway.net
Visitors Overview

13 Sep 2010 - 13 Oct 2010

Comparing to: Site



1,234 people visited this site

1,580 Visits

1,234 Absolute Unique Visitors

5,655 Pageviews

3.58 Average Pageviews

00:02:43 Time on Site

54.94% Bounce Rate

68.54% New Visits

Technical Profile

Browser	Visits	% visits	Connection Speed	Visits	% visits
Internet Explorer	948	60.00%	Unknown	599	37.91%
Firefox	389	24.62%	DSL	490	31.01%
Chrome	166	10.51%	T1	302	19.11%
Safari	54	3.42%	Cable	153	9.68%
Opera	15	0.95%	Dialup	26	1.65%

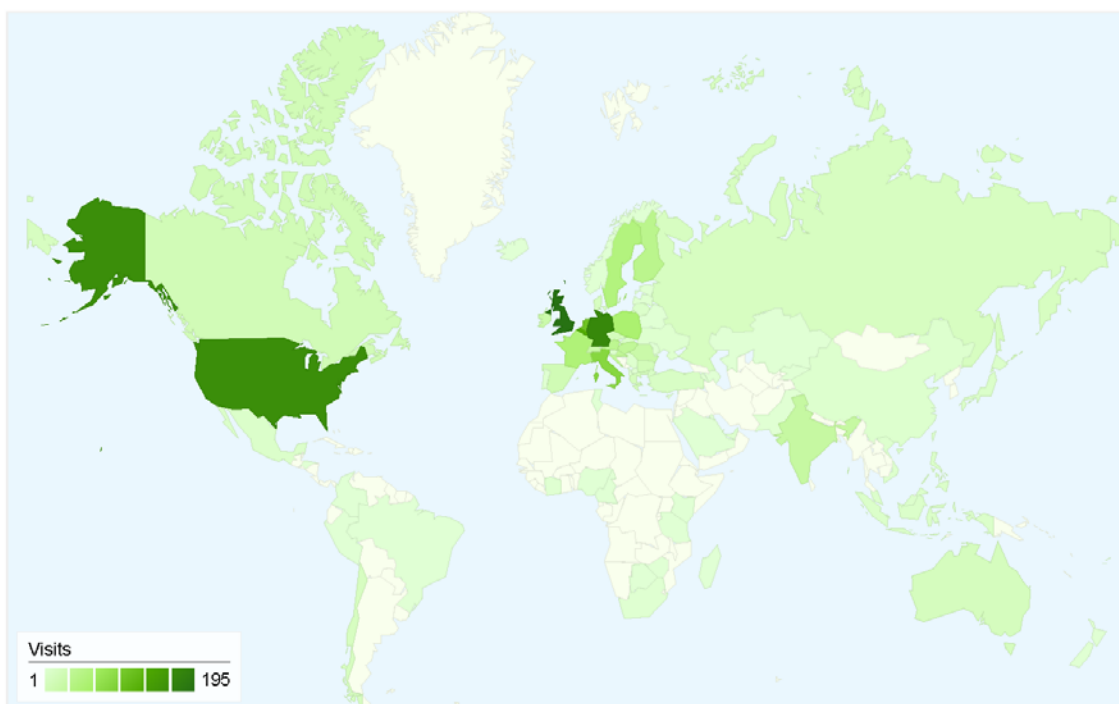
Figure 11 - Visitors overview

www.e-invoice-gateway.net

Map Overlay

13 Sep 2010 - 13 Oct 2010

Comparing to: Site



1,580 visits came from 83 countries/territories

Site Usage

Site Usage

Visits 1,580 % of Site Total: 100.00%	Pages/Visit 3.58 Site Avg: 3.58 (0.00%)	Avg. Time on Site 00:02:43 Site Avg: 00:02:43 (0.00%)	% New Visits 68.54% Site Avg: 68.54% (0.00%)	Bounce Rate 54.94% Site Avg: 54.94% (0.00%)	
Country/Territory	Visits	Pages/Visit	Avg. Time on Site	% New Visits	Bounce Rate
United Kingdom	195	3.44	00:03:01	83.08%	56.92%
Germany	170	5.18	00:04:31	52.94%	42.94%
United States	164	2.29	00:01:14	73.78%	62.20%
Belgium	130	4.64	00:03:16	37.69%	49.23%
Netherlands	108	3.10	00:01:47	66.67%	64.81%
Italy	89	3.93	00:02:39	61.80%	47.19%
Poland	59	3.63	00:03:39	77.97%	54.24%
France	54	3.89	00:01:43	59.26%	46.30%
Sweden	51	2.27	00:01:20	64.71%	54.90%
Finland	42	4.07	00:04:43	61.90%	47.62%

1 - 10 of 83

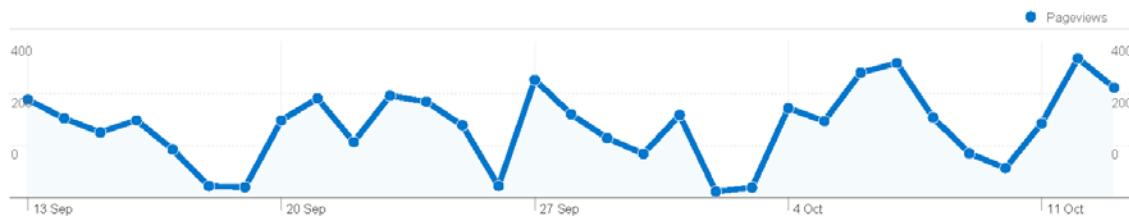
1 - 10 of 83

Figure 12 - Map overview

www.e-invoice-gateway.net
Content Overview


13 Sep 2010 - 13 Oct 2010


Comparing to: Site



Pages on this site were viewed a total of 5,655 times

 5,655 Pageviews

 4,132 Unique Views

 54.94% Bounce Rate

Top Content

Pages	Pageviews	% Pageviews
/	601	10.63%
/knowledgebase/countryrelated/	422	7.46%
/knowledgebase/	276	4.88%
/organisations/	269	4.76%
/knowledgebase/documents/	190	3.36%

Figure 13 - Content overview

Annex 2 Monthly Google Analytics Report

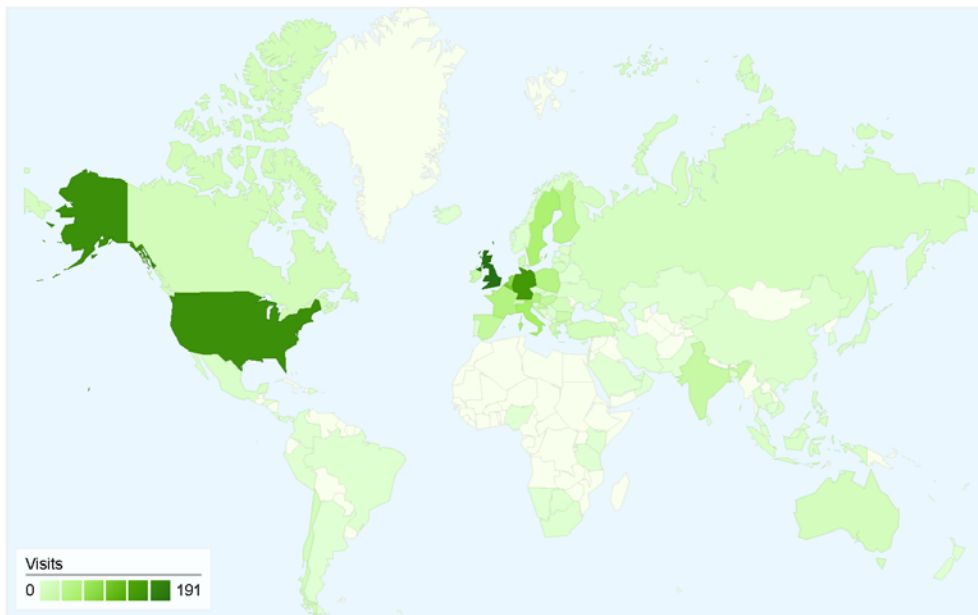


Technical Profile

Browser	Visits	% visits	Connection Speed	Visits	% visits
Internet Explorer			Unknown		
1 Sep 2010 - 30 Sep 2010	851	58.93%	1 Sep 2010 - 30 Sep 2010	561	38.85%
1 Aug 2010 - 31 Aug 2010	805	60.98%	1 Aug 2010 - 31 Aug 2010	591	44.77%
% Change	5.71%	-3.36%	% Change	-5.08%	-13.23%
Firefox			DSL		
1 Sep 2010 - 30 Sep 2010	373	25.83%	1 Sep 2010 - 30 Sep 2010	420	29.09%
1 Aug 2010 - 31 Aug 2010	305	23.11%	1 Aug 2010 - 31 Aug 2010	372	28.18%
% Change	22.30%	11.79%	% Change	12.90%	3.21%
Chrome			T1		
1 Sep 2010 - 30 Sep 2010	149	10.32%	1 Sep 2010 - 30 Sep 2010	283	19.60%
1 Aug 2010 - 31 Aug 2010	143	10.83%	1 Aug 2010 - 31 Aug 2010	202	15.30%

CWA 16462:2012 (E)

% Change	4.20%	-4.75%	% Change	40.10%	28.07%
Safari			Cable		
1 Sep 2010 - 30 Sep 2010	51	3.53%	1 Sep 2010 - 30 Sep 2010	141	9.76%
1 Aug 2010 - 31 Aug 2010	36	2.73%	1 Aug 2010 - 31 Aug 2010	123	9.32%
% Change	41.67%	29.50%	% Change	14.63%	4.79%
Opera			Dialup		
1 Sep 2010 - 30 Sep 2010	14	0.97%	1 Sep 2010 - 30 Sep 2010	29	2.01%
1 Aug 2010 - 31 Aug 2010	25	1.89%	1 Aug 2010 - 31 Aug 2010	23	1.74%
% Change	-44.00%	-48.81%	% Change	26.09%	15.26%



1,444 visits came from 92 countries/territories

Site Usage						
Visits 1,444 Previous: 1,320 (9.39%)	Pages/Visit 3.93 Previous: 4.34 (-9.35%)	Avg. Time on Site 00:03:15 Previous: 00:03:13 (0.75%)	% New Visits 68.14% Previous: 67.95% (0.28%)	Bounce Rate 53.39% Previous: 52.65% (1.41%)		
Country/Territory	Visits	Pages/Visit	Avg. Time on Site	% New Visits	Bounce Rate	
United Kingdom						
1 September 2010 - 30 September 2010	191	3.37	00:02:14	81.68%	55.50%	
1 August 2010 - 31 August 2010	194	4.68	00:03:34	75.77%	57.73%	
% Change	-1.55%	-27.88%	-37.31%	7.79%	-3.87%	
United States						
1 September 2010 - 30 September 2010	158	2.78	00:02:31	67.09%	57.59%	
1 August 2010 - 31 August 2010	154	2.59	00:01:50	79.22%	65.58%	
% Change	2.60%	7.24%	37.60%	-15.31%	-12.18%	
Germany						
1 September 2010 - 30 September 2010	147	5.39	00:05:42	55.78%	42.18%	
1 August 2010 - 31 August 2010	102	5.60	00:02:28	57.84%	49.02%	
% Change	44.12%	-3.76%	131.18%	-3.56%	-13.96%	
Belgium						

1 September 2010 - 30 September 2010	97	4.11	00:02:59	42.27%	53.61%
1 August 2010 - 31 August 2010	60	5.88	00:03:11	63.33%	45.00%
% Change	61.67%	-30.08%	-6.28%	-33.26%	19.13%
Netherlands					
1 September 2010 - 30 September 2010	80	2.96	00:01:35	76.25%	58.75%
1 August 2010 - 31 August 2010	72	3.15	00:02:27	77.78%	41.67%
% Change	11.11%	-6.04%	-35.42%	-1.96%	41.00%
Italy					
1 September 2010 - 30 September 2010	63	3.95	00:01:57	63.49%	55.56%
1 August 2010 - 31 August 2010	27	2.59	00:01:53	74.07%	51.85%
% Change	133.33%	52.45%	3.00%	-14.29%	7.14%
Sweden					
1 September 2010 - 30 September 2010	56	8.95	00:11:11	53.57%	37.50%
1 August 2010 - 31 August 2010	67	5.51	00:02:55	38.81%	47.76%
% Change	-16.42%	62.44%	283.14%	38.05%	-21.48%
Austria					
1 September 2010 - 30 September 2010	49	5.14	00:06:05	28.57%	46.94%
1 August 2010 - 31 August 2010	17	6.06	00:04:36	47.06%	29.41%
% Change	188.24%	-15.12%	32.13%	-39.29%	59.59%
France					
1 September 2010 - 30 September 2010	48	4.04	00:01:57	62.50%	35.42%
1 August 2010 - 31 August 2010	41	3.29	00:02:03	68.29%	46.34%
% Change	17.07%	22.75%	-4.79%	-8.48%	-23.57%
Poland					
1 September 2010 - 30 September 2010	45	3.16	00:02:31	84.44%	53.33%
1 August 2010 - 31 August 2010	52	6.79	00:06:46	67.31%	61.54%
% Change	-13.46%	-53.52%	-62.85%	25.46%	-13.33%
1 - 10 of 92					

Annex 3 CIM Code of Practice

- I. You should help us in identifying activities (like conferences etc.), companies & organizations in the field of e-Invoicing in your country and inform these parties about this European-wide non-commercial awareness activity and encourage them to participate by enlisting.
- II. You should be able to give help if someone is contacting you for help about e-Invoicing topics.
- III. You have to check every organization or company enlisting on the platform for your country in terms of fulfilling the criteria we demand for the offered content (look here: <http://www.e-invoice-gateway.net/organisations/enlist/>). (You will get a special easy to use access to do this).
- IV. You should give the EIG management team mentorship advice if possible (in terms of usability engineering aspects for the platform and continuous improvement process aspects).
- V. You should participate in our periodical telephone conferences (all 3-4 months) to foster the progress of this community.
- VI. You should participate in the EIG conferences (e.g. CIM conference and other activities).

Annex 4 Request for Information Document

Request for Information CEN E-Invoice Gateway www.e-invoice-gateway.net

Section I: General Information

The CEN is The European Committee for Standardization. It is the only European organization recognized by the European Institutions for planning, drafting and adopting European Standards. CEN's outputs are developed in either Technical committees or workshops. Workshops as the less formal and more flexible of the two structures are open to all market stakeholders focused on the development and publication of consensus documents called CWA's (CEN Work Shop Agreements). Once finalized, these documents are made widely available. And after 3 years of existence the CWA can sometimes be transposed into more formal standards.

This Request for Information ('RFI') document is a non-binding document. The CEN e-Invoicing Workshop does not make any representations or provide any undertakings to Suppliers other than to invite them to participate in this RFI.

The E-Invoice Gateway²⁸ (EIG) is an information platform which was planned and built up by working group 1 of the CEN E-Invoicing workshop phase II (Hereafter referred to in this document as "CEN eINV2").

The idea for an independent information and collaboration platform in the field of E-Invoicing was born in the CEN workshop for E-Invoicing phase I (CEN eINV1) by Mr. Stefan ENGEL-FLECHSIG (workshop chair).

The tasks in CEN eINV2 for the establishment of the E-Invoice Gateway were:

- Collecting and describing best practices, on a country by country basis, for electronic invoices and providing national implementation guidelines in local languages;
- Supporting a network of national e-invoice forums to foster communication and exchange of national best practices in electronic invoices;
- Drafting guidelines as to how to move towards one e-invoice address registry inside the EU and bringing up best practice.

Based on these overall goals in CEN eINV2 the following strategy was deduced:²⁹

- Building a non-commercial information portal as a single point of contact (SPOC) for European e-invoicing information;
- Activating a critical mass of users supporting the exchange and collection of high quality information;

The basic processes which shall support these strategies are:

- 1) Enlisting and self-enlisting of organizations in the field of e-invoicing in Europe (different stakeholders);
- 2) Establishing a lead person in the field of e-invoicing for at least each European country who has to fulfil several duties including supporting the E-Invoice Gateway initiative. These individuals are called Country Information Managers ('CIM'); CIMs work on a voluntary basis without any reimbursement of costs or effort.
- 3) Collecting country related information about technical, legal and organizational aspects with the support of CIM and displaying this data and information on the EIG; A process for the verification and the check of the

²⁸ E-Invoice Gateway (EIG), <http://www.e-invoice-gateway.net>

²⁹ CWA 16046, see also: <ftp://ftp.cen.eu/PUBLIC/CWAs/eINV2/CWA%2016046.pdf> (2011-03-30)

reliability of the content (similar DEMING cycle: PLAN – DO – ACT – CHECK) supports this collection process.

4) Offering a web-based knowledge management tool which supports all CEN workgroups of the CEN/ WS eINV2 in collaborating, publishing and getting response from the community,

5) Building a community of practice with the help of an annual event (e.g. call for use cases, call for papers, call for best practices in the field of e-invoicing)

These processes will be described in detail in section III: “Processes and Services offered” of this document.

Section II: E-Invoice Gateway Goals and Objectives

The following goals and objectives are based on the CWA of CEN eINV3 working group 4: ³⁰

The CEN e-Invoice Gateway website (<http://www.e-invoice-gateway.net/>) has become over time one of the key sources of information for companies willing to invest and start a project in the area of electronic invoicing. The gateway brings together information relating to all 27 EU countries as well as other non-EU countries in one platform.

The gateway should be used to drive increased levels of efficiency, spread information and simplify access of companies to information relating to electronic invoicing. The gateway will be developed into a self-contained platform for users and will be used as an open and easy knowledge tool. As a key requirement, this website will remain an open and neutral platform with no commercial purpose. The organisation of the website shall be self-contained and be managed by a non-profit-organisation.

The core purpose of the EIG as stated by CEN eINV3:³¹

To enable SMEs implementing e-Invoicing to access the knowledge to get informed, get started and stay up to date with e-Invoicing.

The EIGs Core Values developed by CEN eINV3:³²

Independence - Confidence - Know-how – Open source - Standards

Based on a Vision Framework approach the working group defined the guiding principles and core values for the future organization which will operate the EIG: ³³

- Independence:
To be a reliable source of information it is necessary for the platform to stay independent without the financial support from any commercial organisations (e.g. company, bank).
- Confidence:
The content of the portal has to be of high quality, reliable and up-to-date. The audience of the platform should have confidence that the information provided is trustworthy. Country specific information should be developed according to a standard and comparable format (e.g. Odette format). Equally, all portal content should be verified prior to publishing.
- Knowledge-how:
The information provided is prepared by a group of independent experts. Offering of know-how from experts shall be free and on voluntary basis.
- Open Source:

³⁰ CWA document of CEN eINV3 working group 4

³¹ EIG, <http://www.e-invoice-gateway.net/about/> (2011-03-30)

³² EIG, <http://www.e-invoice-gateway.net/about/> (2011-03-30)

³³ CWA document of CEN eINV3 working group 4

The fostering of an open source character of the platform is one of the main efforts of the project. The content is developed by volunteers providing referenced information free of charge. The verification of content is done by a review process similar the DEMING cycle.

- Open Standards:
CEN is a standardization organization. Gateway should promote open standards: in data formats, authentication and transport etc. to include: UN/CEFACT, ISO, OASIS, CEN, ETSI...

A generic process which shall support the key audience (SMEs) in the different development stages regarding e-Invoicing activities is identified and designed. It contains with three macro process steps as shown in Figure 14: ³⁴



Figure 14 - Information process for SMEs³⁵

This process is supposed to support the development of further services for SMEs by identifying information gaps of SME within the three macro processes (Get informed, Get started, Stay up to date).

In Table 8 below one can see the existing content and the information services on the platform already offered to SMEs: ³⁶

Table 8 - Existing services of the EIG and future services (in progress)

	1 - Get informed	2 - Get started	3 – Stay up to date
Existing Services	<ul style="list-style-type: none"> • Country information • CIM contact • Compliance guidelines • E-Invoicing organizations on the Platform • Normative documents 	<ul style="list-style-type: none"> • CIM contact • e-Invoicing Organizations on the Platform 	<ul style="list-style-type: none"> • Country Information • CIM contact • E-Invoicing News • Newsletter Service • Events • Normative documents
Future Services	<ul style="list-style-type: none"> • FAQ • Facts & Figures • Tool to extract info from CWA's (illustrated guide, topics summary, on-line index...) • Networking contacts • Access to companies • Quantitative data • Access to research papers (business case, etc.) 	<ul style="list-style-type: none"> • Business Cases • Customer Experiences of E-Invoicing projects (cases, verbatim...) • Questionnaires (readiness assessment, maturity models) • Social networks 	<ul style="list-style-type: none"> • Real-time News • Social networks

³⁴ CWA document of CEN eINV3 working group 4

³⁵ CWA document of CEN eINV3 working group 4

³⁶ CWA document of CEN eINV3 working group 4

Section III: E-Invoice Gateway Processes and Services offered

The following roles shall be supported to operate the EIG:

8) Management Team

The Management Team is responsible for strategic activities for the E-Invoice Gateway. It consists of experts in the field of European E-Invoicing who are willing to contribute to the EIG core purpose and core values. The Management Team shall perform the following activities:

1. Services management (Propose/create new services and/or content groups)
2. Liaison management (with other websites and organizations)
3. CIM appointment / dismissal
4. Overall management of the gateway

9) Secretary

The secretary is responsible for the following processes and duties:

1. Liaison with Country Information Managers (support the networking, etc.)
2. Responsible for all operational processes mentioned in this section
3. Respond to general inquiries
4. Supports the Management Team

10) Editorial Support

The editorial support is responsible for the following processes and duties:

1. Content creation (Create, filter and/or validate content supervised by CIM and e-Invoicing authorities)
2. Editorial work (on the website,...)

11) Technical Support

The technical support has to ensure the following tasks:

1. Maintenance of the hosted website
2. Guarantees IT-security activities (e.g. encryption of database, etc.) and that these IT-security are up-to-date
3. Bug fixing of the web software if problems occur
4. Further development of web-functions of the platform (based on Management team or CIM response)

The processes which to be offered are divided in technical and operational processes:

A) Technical processes

- a) Hosting (incl. maintenance of the hosted website)
- b) IT-security activities (e.g. encryption of database, etc.) and that these IT-security are up-to-date
- c) Bug fixing of the web software
- d) Further development of web-functions of the platform (based on Management team or CIM response)

B) Operational processes

The key processes which have to be offered on the platform and which shall be supported by the secretary³⁷ of the EIG:³⁸

1) Enlisting of organizations in the field of e-invoicing in Europe. A self-enlisting function helps in getting data from the organizations quickly.

2) Establishing a lead person in the field of e-invoicing primarily for each European country who has to fulfil several duties e.g. providing content about e-invoicing, checking the new enlisted organizations and promoting the platform. To foster the collection of country related data a local expert of every European country in the field of e-Invoicing supports the efforts. This person is well connected to the country's initiatives and is an expert in the field. This person works on a voluntarily basis for the E-Invoice Gateway.

E-Invoicing is a global issue. Due to this fact also Country Information Managers from countries outside the European Union are invited to participate and contribute their knowledge to the EIG.

3) Collecting country related information about technical, legal and organizational aspects. Here a short executive summary brings a good overview about the current situation and additional information about technical, legal and organizational aspects. The information is either uploaded or linked. The respective Country Information Manager is responsible for the reliability of the content: He/She has to review new or updated content when changes have occurred.

4) Offering a web based knowledge management tool which supports all workgroups of the CEN eINV workshops (phase 1-3) in collaborating, publishing and getting response from the community. Every workgroup has its own way of working on their tasks. The technology does not handicap them in their work but support their individual way of making progress and creating results. So the workgroups find on the platform an easy and comfortable way in how to publish their results.

The EIG as collaboration platform shall be opened in future to other reliable sources and initiatives in the field of e-Invoicing.

5) Building of a community of practice with the help of annual events (e.g. call for use cases, call for papers, call for best practices in the field of e-invoicing, CIM summit). Establishing a community of practice community and an annual call for papers, call for best practice and use cases in the field of e-invoicing will help in collecting information for the e-invoicing community and also raise awareness for the topic.

All quality aspects (e.g. the selection criteria of CIM, selection of content, etc.) for the processes listed are described in detail in the CWA of CEN eINV3 working group 4.

³⁷ It is considered to set up a SLA which defines aspects like Response times, Duration, Reimbursement etc. between the Management team and the Technical and Editorial Support.

³⁸ CWA 16046, see also: <ftp://ftp.cen.eu/PUBLIC/CWAs/eInV2/CWA%2016046.pdf> (2011-03-30)

Section IV: Information Expected

This RFI is a first step to collect information on existing or planned services and service providers able to manage the e-Invoice gateway on a permanent base.

In a second step a more detailed RFP and possibly RFQ will follow.

The CEN workshop is encouraging responses which can provide information on the following key elements:

- I. Technical skills
 - a) Ability to host the EIG
 - b) Ability to ensure IT-security
 - c) Ability for a technical maintenance with 24/7 is given
 - d) Ability for bug fixing of problems in a short time span is given
 - e) Ability for improving of given services is given
 - f) Ability for further developments of EIG services is given
- II. Operational skills (maximum=12 points)
 - a) Ability to ensure the core purpose of the EIG is given
 - b) Ability to ensure the core values of the EIG is given
 - c) Ability to run a secretariat with one or more persons to operate the services of the EIG is given
 - d) Ability to provide an editorial support

Section V: Information and Submission

The following items shall be included in the Proposal:

A. Overall qualifications

Each proposal shall discuss the respondent's overall interest, qualifications and ability to support the EIG management team in meeting its goals and objectives

B. Qualifications

Proposals must provide information that clearly demonstrates the ability of the respondent to fully deliver the scope of services outlined in Section III, Processes and Service. In particular, the EIG management team is interested in establishing a relationship with a firm or organisation that has:

1. demonstrated extensive experience in the successful installation and management of multiple, large commercial or public web platforms,
2. worked with a public entity like CEN
3. demonstrate extensive experience in the realization of funding opportunities

C. Past-Project Experience

Proposals shall include a brief description of past projects that are similar in nature as those expected to result from this RFI. The description for each project should include:

- The project name
- Location
- Project size (total cost and additional information)
- Project type
- Year completed
- Name of project manager

- Name of client contact

E. References

Proposals shall include at least three recent (within past five years) references for web platform projects. The information noted above in the Past-Project Experience section should be included and can be used as references. Also provide the customer's contact name, title, address, phone numbers, and email address.

REQUESTING A COPY OF THE CWAs AND THE PROPOSAL:

Upon request the EIG will mail the proposal to interested organisations

Please contact Mr. Helmut Aschbacher

E-mail: office@e-invoice-gateway.net

QUESTIONS FROM PROPOSERS ARE EXPECTED TO THE EIG Team

NO LATER THAN November 04, 2011 at 5:00 PM (CET)

QUESTIONS REGARDING THIS RFI and STATEMENT OF QUALIFICATIONS SHOULD BE SUBMITTED TO:

Mr. Helmut Aschbacher

E-mail: office@e-invoice-gateway.net