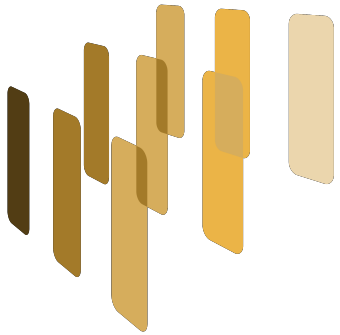

EUROPEAN LANGUAGE GRID

META-NET
META-FORUM 2022

EUROPEAN LANGUAGE EQUALITY

ELG Legal Entity and Products

Georg Rehm (DFKI)
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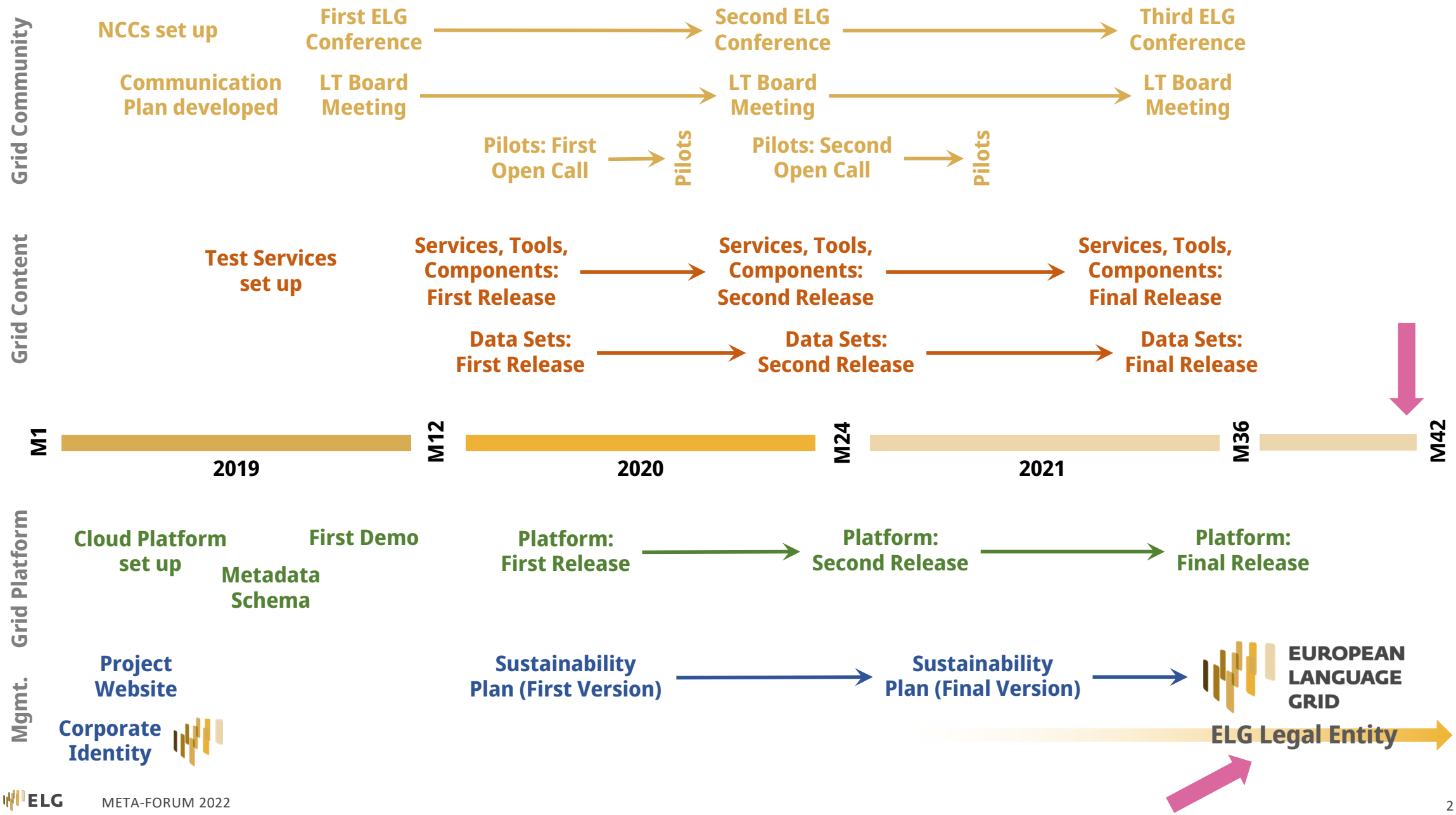
08/09-06-2022 META-FORUM 2022 – Joining the European Language Grid (hybrid conference)
http://www.european-language-grid.eu – http://european-language-equality.eu


Grid Community
NCCs set up
First ELG Conference
Second ELG Conference
Third ELG Conference
Communication Plan developed
LT Board Meeting
LT Board Meeting
LT Board Meeting
Pilots: First Open Call
Pilots
Pilots: Second Open Call
Pilots
Grid Content
Test Services set up
Services, Tools, Components: First Release
Services, Tools, Components: Second Release
Services, Tools, Components: Final Release
Data Sets: First Release
Data Sets: Second Release
Data Sets: Final Release
M1
M12
M24
M36
M42
2019
2020
2021
Grid Platform
Cloud Platform set up
First Demo
Metadata Schema
Platform: First Release
Platform: Second Release
Platform: Final Release
Mgmt.
Project Website
Corporate Identity
Sustainability Plan (First Version)
Sustainability Plan (Final Version)
EUROPEAN LANGUAGE GRID
ELG Legal Entity

ELG: Goals and Objectives

EUROPEAN LANGUAGE GRID

- Establish ELG as the primary platform and marketplace for commercial and non-commercial LTs.
- Enable the European LT community to upload services and data sets into the ELG, to make them available, to deploy them and also to connect with, and make use of resources made available by others.
- Help establish the Multilingual Digital Single Market.

- To achieve the required scale, we need, among others: high availability and performance of the cloud platform; SLAs for (paid) services that are applied in real industrial settings; billing; support; maintenance and further development etc.

- *These characteristics create various non-trivial costs.*

Costs

- Cloud hosting (CPU, GPU, RAM, SSD) and bandwidth
- Team
  - Operations
  - Development
  - Accounting
  - Marketing, sales, communication
  - Support (e.g., service helpdesk)
  - Management
- Legal (SLAs, contracts, GDPR etc.)
- Misc. (rent, hardware, electricity etc.)

Towards a Sustainable European Language Grid

EUROPEAN LANGUAGE GRID

- Our goal for ELG is to be a sustainable, long-term activity.
- ELG is an initiative *from* the European LT community *for* the European LT community.
- Support through the EU project ELG and also the very limited resources available in ELE will end in a few weeks (30 June 2022).
- To be able to continue operating the ELG platform, we need to be able to cover the incurred costs on a long-term basis.
- The platform should also be able to evolve with changing needs by its users.
- Goal: *establish a legal entity including business and operations plan.*

Expectations expressed by ELG's SME Partners

EUROPEAN LANGUAGE GRID

- **Sales channel:** ELG is understood as a channel to promote and sell products and services.
- **Strategy and collaboration:** Europe has strengths in certain areas and language combinations but new opportunities can only be reached by joining forces.
- **Buy-in from the whole community:** ELG must be positioned in the right way with regard to other infrastructures, e.g., a controlled transition from META-SHARE to ELG should be achieved. ELG should be supported and actively used, by national centres and institutions.
- **Information channel:** The relevance, understanding and benefits of LT for companies of all sizes needs to be increased. ELG could keep interested stakeholders informed.
- **Interoperability:** ELG should become part of the larger ecosystem of infrastructures around AI and data (AI-on-demand platform, Gaia-X, NFDI etc.), ideally ELG should be fully interoperable with these infrastructures. Furthermore, ELG needs to be compatible with existing businesses and should not duplicate existing systems.

Key Aspects of the ELG Legal Entity

- **Not-for-profit** rather than a for-profit organisation – we have large consensus that ELG should be a not-for-profit organisation.
- **Distributed team** rather than one central location. The ELG team is already spread throughout Europe – we keep this distributed setup and will build the team virtually. The suggestion was made to position the headquarter in the country where the majority of the costs are likely to be incurred (at the moment, the cloud infrastructure).
- **Start small** rather than big – given that the developments in the AI/LT field and in Europe as a whole are very dynamic. We favour a flexible and agile setup that can react quickly and efficiently to changes and new framework conditions.
- **Soft launch** rather than an abrupt transition – through several new projects, in which ELG plays a certain role, we are in the comfortable position to be able to perform a soft launch, which also reduces the pressure.
- **Marketplace, broker, dissemination, exploitation, participation model must be *simple*.**

Assessment of Monthly Operational Costs

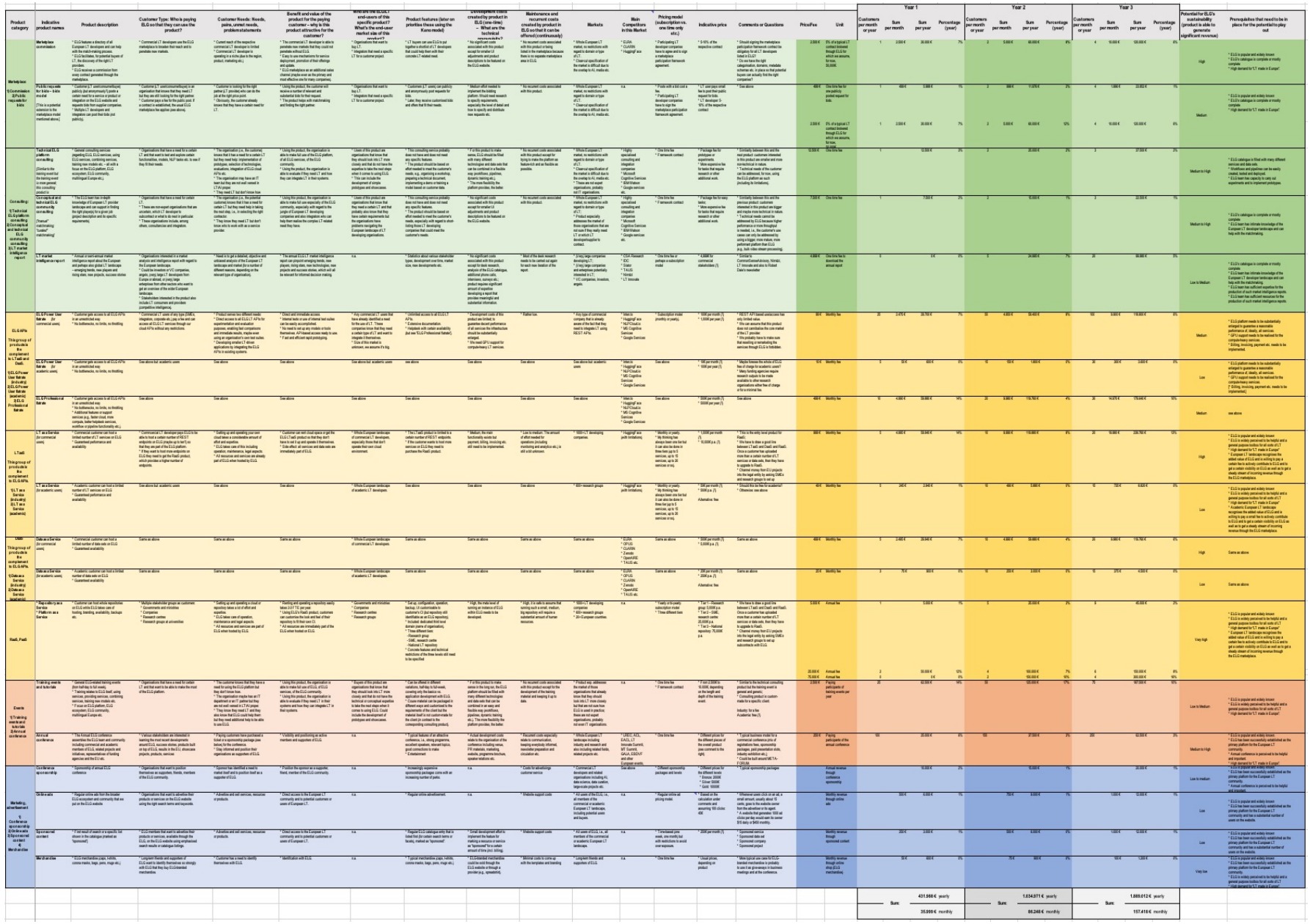
EUROPEAN LANGUAGE GRID

Cost Item	Phase 1 (Start)	Phase 2 (Ramp-up)	Phase 3 (Stable)
Staff	2,500€	25,000€	100,000€
Cloud hosting	2,500€	10,000€	20,000€
Overhead	500€	2,500€	7,500€
Legal	–	2,500€	5,000€
Total	**5,500€**	**40,000€**	**132,500€**

Product Portfolio

EUROPEAN LANGUAGE GRID

- Together with all ELG consortium partners we defined, in several iterations, a portfolio of products that the ELG legal entity can potentially offer.
- The products are targeted at members of the European LT community and also at stakeholders interested in using, implementing, integrating or purchasing European LT.
- The products are foreseen as revenue streams for the ELG legal entity so that it is able to cover the fixed costs associated with operating the ELG legal entity and platform.
- Product portfolio is necessary for preparing the overall budget plan of the legal entity.
- The following slide shows our main design and planning instrument.
- The slide after shows the main product categories. Details cannot be covered.



Product category	Indicative product names	Product description	Customer Type: Who is paying ELG so that they can use the product?	Customer Needs: Needs, pains, unmet needs, problem statements	Benefit and value of the product for the paying customer – why is this product attractive for the customer?	Who are the ELG/LT end-users of this specific product? What's the end-user market size of this product?	Product features (later on prioritize these when using the Kano model)	Development costs created by product in ELG (one-time) – What are the technical resources?	Maintenance and recurrent costs created by product in ELG so that it can be offered (continuously)	Markets	Main Competitors in this Market	Pricing model (subscription vs. one time only etc.)	Indicative price	Comments or Questions	Price/Fee	Unit	Year 1 Customers per month or year	Year 1 Sum per month	Year 1 Sum per year	Year 1 Percentage (year)	Year 2 Customers per month or year	Year 2 Sum per month	Year 2 Sum per year	Year 2 Percentage (year)	Year 3 Customers per month or year	Year 3 Sum per month	Year 3 Sum per year	Year 3 Percentage (year)	Potential for ELG's sustainability (product is able to generate significant revenue)	Prerequisites that need to be in place for the product/to play out
Marketplace ¶ Dissemination & Public relations for bids	Marketplace Public relations for bids – basic model (This is a potential extension to the marketplace model mentioned above.)	* ELG features a directory of all stakeholders in broader then reach and to penetrate new markets. * ELG facilitates, for potential buyers of LT, the discovery of the right LT providers. * ELG receives a commission from every LT project generated through the marketplace.	* Commercial LT developers use the ELG Europeen LT developers can find help with the match-making process. * ELG facilitates, for potential buyers of LT, the discovery of the right LT providers. * ELG receives a commission from every LT project generated through the marketplace.	* Current reach of the respective commercial LT developer is too limited. * Commercial LT developer is operating in a niche (due to the region, product, marketing etc.)	* The commercial LT developer is able to penetrate new markets that they could not penetrate without ELG. * Easy to use mechanisms for service deployment, promotion of their offerings and invoicing. * ELG marketplace as an additional sales channel (maybe even as the primary and most effective one for many companies).	* Organisations that want to buy LT. * Organisations that need a specific LT for a customer project.	* LT buyers can use ELG to pull different ways to shortlist of LT developers that could help them with their concrete LT-related need.	* No significant costs associated with this product except for certain UI adjustments and product descriptions to be featured on the ELG website.	* No recurrent costs associated with this product or being listed in the marketplace because there is no separate marketplace area in ELG.	* Whole European LT market, no restrictions with regard to domain or type of LT. * Clearcut specification of the market is difficult due to the overlap in AI, media etc.	* ELRA * CLARIN * Huggingf`ace	* Participating LT developer companies have to agree and to sign a marketplace participation framework agreement.	* 5-6% of the respective contract	* Should signing the marketplace participation framework contract be obligatory for all LT developers listed in ELG? * Do we have the right categorisation, domains, metadata schemas etc. in place so that potential customers can actually find the right companies?	2.500 € 2.500 €	5% of a typical LT contract brokered through ELG for which we assume, for now, 50.000€. 5% of a typical LT contract brokered through ELG for which we assume, for now, 50.000€.	1 1	2.500 € 2.500 €	30.000 € 30.000 €	7% 7%	2 2	5.000 € 5.000 €	60.000 € 60.000 €	8% 8%	4 4	10.000 € 10.000 €	120.000 € 120.000 €	6% 6%	High Medium	* ELG is popular and widely known * ELG's catalogue is complete or mostly complete * High demand for LT made in Europe'
Consulting: ¶ Technical ELG platform consulting ¶ Conceptual and technical ELG community consulting ¶ ELG community consulting ¶ LT market intelligence report	Tech and ELG platform consulting (Similar to the training event but focusing more on more on this consulting product) Conceptual and technical ELG community consulting "manual" matchmaking "curated" matchmaking	* General consulting services regarding ELG, ELG services, using ELG services, combining services, training new models etc. – all with a focus on the ELG platform, ELG ecosystem, ELG community, multilingual Europe etc.) * Organisations that have a need for a certain LT and that want to test and explore certain functionalities, models, NLP tasks etc. to see if they fit their needs. * Organisations that have a need for certain LT. * These are non-expert organisations that are struggling with LT developers to subcontract or what to do next in particular. * These organisations include, among others, consultancies and integrators.	* Customers (i.e., the customer) knows that it has a need for a certain LT and that want to test and explore certain functionalities, models, NLP tasks etc. to see if they fit their needs. * The organisation (i.e., the customer) knows that they need help in implementation of prototypes, selection of technologies, evaluations, integration of ELG cloud APIs etc. * The organisation may have an IT team but they are not well versed in LT/AI proper. * They need LT but don't know how. * The organisation (i.e., the potential customer) knows that it has a need for certain LT but they need help in taking the next step, i.e., in selecting the right contractor. * They know they need LT but don't know who to work with as a service provider.	* The organisation (i.e., the customer) knows that it has a need for certain LT but they need help in finding the right provider(s) for a given job * project description and its specific requirements.	* Using the product, the organisation is able to make full use of the ELG platform, of all ELG services, of the ELG community. * Using the product, the organisation is able to evaluate if they need LT and how they can integrate LT in their systems.	* Users of this product are organisations that know that they should look into LT more closely and that do not have the expertise to take the next steps when it comes to using ELG. * This can include the development of simple prototypes and showcases.	* Organisations that want to buy LT. * Integrators that need a specific LT for a customer project.	* Customers ("I" users) can publicly and anonymously post requests for LT. * Later, they receive customised bids and offers that fit their needs.	* Medium effort needed to implement the training infrastructure (cloud-based research to specific requirements, especially the level of detail and how to specify and distribute new requests etc.	* No recurrent costs associated with this product.	* Whole European LT market, no restrictions with regard to domain or type of LT. * Clearcut specification of the market is difficult due to the overlap in AI, media etc.	n.a.	* Pools with a bid cost a fee. * Participating LT developer companies have to sign the participation framework agreement.	* LT user pays small fee to join their public * LT developer 5 - 10% of the respective contract	* See above	499 € 2.500 €	One time fee for one public/ pooled request for bids. 5% of a typical LT contract brokered through ELG for which we assume, for now, 50.000€.	1 1	499 € 2.500 €	5.988 € 30.000 €	11.976 € 60.000 €	3% 12%	2 2	999 € 5.000 €	23.952 € 120.000 €	1% 6%	4 4	1.998 € 10.000 €	47.952 € 120.000 €	1% 6%	Medium	* ELG is popular and widely known * ELG's catalogue is complete or mostly complete * High demand for LT made in Europe'
LTaaS: This group of products is the complement to ELG APIs. ¶ ELG Power User Rates (including ELG Power User Rates [academic]) ¶ ELG Professional Rates	LT market intelligence report	* Annual or semi-annual market analysis and intelligence report with regard to the European landscape. * Based on interviews with VC companies, angels, (very) large LT developers from Europe or abroad, or (very) large enterprises from other sectors who want to get an overview of the wider European landscape. * Stakeholders interested in the product also include LT consumers and providers/ competitive intelligence.	* Organisations interested in a market analysis and intelligence report with regard to the European landscape. * These organisations are VC companies, angels, (very) large LT developers from Europe or abroad, or (very) large enterprises from other sectors who want to get an overview of the wider European landscape. * Stakeholders interested in the product also include LT consumers and providers/ competitive intelligence.	* Need is to get a detailed, objective and unbiased analysis of the European LT landscape and market (for a number of different reasons, depending on the relevant type of organisation).	* The annual ELG/LT market intelligence report can pinpoint emerging trends, new players, rising stars, new technologies, new projects and success stories, which will all be relevant for informed decision making.	n.a.	* Statistics about various stakeholder types, development over time, market size, new developments etc.	* No significant costs associated with this product except for those research activities that go into the catalogue, additional phone calls, interviews, surveys etc., product requires significant amount of expertise developing a report that provides meaningful and substantial information.	* Most of the desk research needs to be carried out again for each new iteration of the report.	* (Very) large companies developing LT. * (Very) large companies developing products/services interested in LT. * VC companies, investors, angels.	* CDA-Research * ELDIA * Tilastu * ELRA * CLARIN * LT Innovate	* One time fee or perhaps a subscription model	* 4,999€ for commercial stakeholders (1)	* Similar to: Commbox/Lewandowsky, Nimdzi, LT Innovate and also to Roland Clark's newsletter	4.999 €	One time fee for the annual report	0 0	0 0	0 € 0 €	0% 0%	1 1	5 5	24.990 € 24.990 €	7% 7%	20 20	99.960 € 99.960 €	5% 5%	Low to Medium	* ELG's catalogue is complete or mostly complete * ELG has been intimate knowledge of the European LT developer landscape and can help with the matchmaking. * ELG has been sufficient expertise for the production of such market intelligence reports. * ELG has been sufficient resources for the production of such market intelligence reports.
ELG APIs This group of products is the complement to LTaaS and OaaS. ¶ ELG Power User Rates (including ELG Power User Rates [academic]) ¶ ELG Professional Rates	ELG APIs Power User Rates (for commercial users)	* Customer gets access to all ELG APIs in an unrestricted way * No bottlenecks, no limits, no throttling	* Commercial LT users of any type (SME's, integrators, corporate etc.) pay a fee and can access all ELG/LT services through our cloud APIs without any restrictions.	* Product comes two different needs: * Direct access to all ELG/ LT APIs for experimentation and evaluation purposes, enabling fast comparisons and immediate results, maybe even using an organisation's own test suites. * Developing smarter LT-driven applications by integrating the ELG APIs in existing systems.	* Direct and immediate access. * Internal tests or use of internal test suites can be easily accomplished. * No need to set up any models or tools themselves. API-based access ready to use. * Fast and efficient rapid prototyping.	* Any commercial LT users that have already identified a need for the use of LT. These companies know that they need a certain type of LT and want to integrate it themselves. * Size of this market is unknown, we assume it's big.	* Unlimited access to all ELG/ LT APIs. * Extensive documentation. * Helpdesk with certain availability (but see ELG Professional Rates!).	* Development costs of this product are limited, to guarantee decent performance of all services the infrastructure should be substantially enlarged. * We need GPU support for computer-heavy LT services.	* Flatter tax.	* Any type of commercial company that is already aware of the fact that they need to integrate LT using REST APIs.	* Inter.io * Huggingf`ace * NLP Cloud.io * MS Cognitive Services * Google Services	* Subscription model (monthly or yearly).	* 599€ per month (1) * 1.599€ per month (1)	* PAID BY API-based services has only limited value. * We can assume that this product does not cannibalise the core market of the LT provider. * We probably have to make sure that rewarding or remarketing the services through ELG is forbidden.	60 €	Monthly fee	20 20	2.470 € 2.470 €	29.700 € 29.700 €	7% 7%	30 30	4.800 € 4.800 €	58.800 € 58.800 €	8% 8%	100 100	9.900 € 9.900 €	119.000 € 119.000 €	8% 8%	Medium	* ELG platform needs to be substantially enlarged to guarantee a reasonable performance of, ideally, all services. * GPU support needs to be realised for the computer-heavy services. * Billing, invoicing, payment etc. needs to be implemented.
	ELG Power User Rates (for academic users)	* Customer gets access to all ELG APIs in an unrestricted way * No bottlenecks, no limits, no throttling	See above but academic users	See above	See above	See above but academic users	see above	See above	See above	See above but academic users	* Inter.io * Huggingf`ace * NLP Cloud.io * MS Cognitive Services * Google Services	See above	* 599 per month (1) * 1599 per year (1)	* Maybe license fine artists of ELG free of charge for academic users? * Many funding agencies require research outputs to be made available to other research organisations either free of charge or for a minimal fee.	10 €	Monthly fee	5 5	50 € 50 €	600 € 600 €	0% 0%	10 10	100 € 100 €	1.200 € 1.200 €	0% 0%	30 30	300 € 300 €	3.600 € 3.600 €	0% 0%	Low	* ELG platform needs to be substantially enlarged to guarantee a reasonable performance of, ideally, all services. * GPU support needs to be realised for the computer-heavy services. [* Billing, invoicing, payment etc. needs to be implemented.]
	ELG Professional Rates	* Customer gets access to all ELG APIs in an unrestricted way * No bottlenecks, no limits, no throttling * Additional features or support services (e.g., faster cloud, more compute, better helpdesk services, workflow or pipeline functionality etc.)	See above	See above	See above	See above	See above	See above	See above	See above but academic users	* Inter.io * Huggingf`ace * NLP Cloud.io * MS Cognitive Services * Google Services	See above	* 5599 per month (1) * 59999 per year (1)	See above	499 €	Monthly fee	10 10	4.999 € 4.999 €	59.988 € 59.988 €	14% 14%	30 30	9.999 € 9.999 €	119.988 € 119.988 €	4% 4%	30 30	14.979 € 14.979 €	179.748 € 179.748 €	10% 10%	Medium	see above
LTaaS: This group of products is the complement to ELG APIs. ¶ LT as a Service (including ELT as a Service [academic])	LT as a Service (for commercial users)	* Commercial customer can host a limited number of LT services on ELG * Guaranteed performance and availability	* Commercial LT developer pays ELG to be able to host a certain number of REST endpoints on ELG (maybe up to tier1 so that they are part of the ELG platform. * If they want to host more endpoints on ELG they need to get the RaaS product, which provides a higher number of endpoints.	* Setting up and operating your own cloud takes a considerable amount of effort and expertise. * ELG takes care of this including operation, maintenance, legal aspects. * All resources and services are already part of ELG when hosted by ELG.	* Customer can rest cloud space or get the ELG/LT-aaS product so that they don't have to set it up and operate it themselves. * Side-effect: all services and data sets are immediately part of ELG.	* Whole European landscape of commercial LT developers, especially those that don't operate their own cloud environment.	* Yes LT-aaS product is limited to a certain number of REST-T endpoints. * If the customer wants to host more services on ELG they need to purchase the RaaS product.	* Medium; the main functionality exists but payment, billing, invoicing etc. still need to be implemented.	* Low to medium. The amount of effort needed for operations (including monitoring and analytics etc.) is still a bit unknown.	* 5000+ LT developing companies.	* Huggingf`ace (with limitations).	* Monthly or yearly. * My thinking has always been one tier but it can also be done in three tiers (up to 5 services, up to 10 services, up to 20 services or so).	* 1599€ per month (1) * 15.999€ p.a. (1)	* Yes to the entry level product for RaaS. * We have to draw a good line between LT-aaS and OaaS and RaaS. Once a customer has uploaded more than a certain number of LT services or data sets, then they have to upgrade to RaaS. * Channel money from EU projects into the legal entity by asking SMEs and research groups to set up subcontracts with ELG	999 €	Monthly fee	5 5	240 € 240 €	2.880 € 2.880 €	1% 1%	10 10	480 € 480 €	5.880 € 5.880 €	1% 1%	20 20	960 € 960 €	11.760 € 11.760 €	0% 0%	High High	* ELG is popular and widely known * ELG is widely perceived to be helpful and a general purpose toolbox for all sorts of LT * High demand for LT made in Europe' * Europe's LT landscape recognises the added value of ELG and is willing to pay a certain fee to actively contribute to ELG and to get a certain visibility on ELG as well as to get a steady stream of incoming revenue through the ELG marketplace.
	LT as a Service (for academic users)	* Academic customer can host a limited number of LT services on ELG * Guaranteed performance and availability	See above but academic users	See above	See above	* Whole European landscape of academic LT developers.	See above	See above	See above	* 600+ research groups	* Huggingf`ace (with limitations).	* Monthly or yearly. * My thinking has always been one tier but it can also be done in three tier up to 5 services, up to 10 services, up to 20 services or so).	* 599 per month (1) * 5999 p.a. (1) Alternative: free	* Should this be free for academics? * Otherwise: see above	499 €	Monthly fee	5 5	240 € 240 €	2.940 € 2.940 €	1% 1%	10 10	480 € 480 €	5.880 € 5.880 €	1% 1%	10 10	720 € 720 €	8.820 € 8.820 €	0% 0%	Low	* ELG is popular and widely known * ELG is widely perceived to be helpful and a general purpose toolbox for all sorts of LT * High demand for LT made in Europe' * Academic European LT landscape recognises the added value of ELG and is willing to pay a certain fee to actively contribute to ELG and to get a certain visibility on ELG as well as to get a steady stream of incoming revenue through the ELG marketplace.
OaaS: This group of products is the complement to ELG APIs. ¶ Data as a Service (including ELT as a Service [academic])	Data as a Service (for commercial users)	* Commercial customer can host a limited number of data sets on ELG * Guaranteed availability	Same as above	Same as above	Same as above	* Whole European landscape of commercial LT developers.	Same as above	Same as above	Same as above	Same as above	* ELRA * OPUS * CLARIN * Zenodo * OpenAIRE * TAUS etc.	Same as above	* 599 per month (1) * 5.999€ p.a. (1)	Same as above	499 €	Monthly fee	5 5	2.490 € 2.490 €	29.940 € 29.940 €	7% 7%	10 10	4.990 € 4.990 €	59.880 € 59.880 €	4% 4%	20 20	9.980 € 9.980 €	119.760 € 119.760 €	6% 6%	High High	Same as above
	Data as a Service (for academic users)	* Academic customer can host a limited number of data sets on ELG * Guaranteed availability	Same as above	Same as above	Same as above	* Whole European landscape of academic LT developers.	Same as above	Same as above	Same as above	Same as above	* ELRA * OPUS * CLARIN * Zenodo * OpenAIRE * TAUS etc.	Same as above	* 299 per month (1) * 2599 p.a. (1) Alternative: free	Same as above	20 €	Monthly fee	3 3	70 € 70 €	840 € 840 €	0% 0%	10 10	200 € 200 €	2.400 € 2.400 €	0% 0%	10 10	270 € 270 €	4.050 € 4.050 €	0% 0%	Low Low	Same as above
RaaS, PaaS	* Repository as a Service * Platform as a Service	* Customer can host whole repositories on ELG entire ELG takes care of hosting, branding, availability, backups etc.	* Multiple stakeholder groups as customers: * Governments and ministries * Companies * Research centres * Research groups at universities	* Setting up and operating a cloud or repository takes a lot of effort and expertise. * ELG takes care of operation, maintenance and legal aspects. * All resources and services are part of ELG when hosted by ELG.	* Starting and operating a repository easily takes 2.0 FTE per year. * Using ELG's RaaS product, customers can customise the look and feel of their repository to fit their own CI. * All resources are immediately part of the ELG when hosted on ELG.	* Governments and ministries * Companies * Research centres * Research groups	* Set up, configuration, operation, backup, UI customisation to customer's CI (per repository with identifiers as an ELG repository) * Includes dedicated third level domain (name of organisation), * Three different tiers: -Research group -Small / medium company -National / LT repository * Console features and technical restrictions of the three levels still need to be specified.	* High, the main level of running an instance of ELG within ELG needs to be developed.	* High, it is safe to assume that running such a small, medium, big repository will require a substantial amount of human resources.	* 5000+ LT developing companies * 600+ research groups * 20+ European countries.	n.a.	* Yearly or bi-yearly subscription model * Three different tiers	* Tier1 – Research group: 5.999€ p.a. * Tier2 – SME research centre: 25.000 p.a. * Tier3 – National repository: 75.000€ p.a.	* We have to draw a good line between LT-aaS and OaaS and RaaS. Once a customer has uploaded more than a certain number of LT services or data sets, then they have to upgrade to RaaS. * Channel money from EU projects into the legal entity by asking SMEs and research groups to set up subcontracts with ELG	5.000 € 20.000 € 75.000 €	Annual fee Annual fee Annual fee	1 2 3	5.000 € 20.000 € 62.500 €	60.000 € 240.000 € 750.000 €	1% 12% 8%	3 4 2	25.000 € 100.000 € 150.000 €	300.000 € 400.000 € 300.000 €	2% 7% 10%	3 6 4	45.000 € 150.000 € 200.000 €	540.000 € 900.000 € 600.000 €	2% 8% 10%	Very high Very high	* ELG is popular and widely known * ELG is widely perceived to be helpful and a general purpose toolbox for all sorts of LT * High demand for LT made in Europe' * Europe's LT landscape recognises the added value of ELG and is willing to pay a certain fee to actively contribute to ELG and to get a certain visibility on ELG as well as to get a steady stream of incoming revenue through the ELG marketplace.
Events ¶ Training events and tutorials ¶ Annual conference	Training events and tutorials	* General ELG-related training events (non-halfday) in full scale). * Training events can be in-itself, using ELG's processing services, combining services, training new models etc. * Focus on ELG platform, ELG ecosystem, ELG community, multilingual Europe etc.	* Organisations that have a need for certain LT and that want to be able to make the most of the ELG platform.	* The customer knows that they have a need for using the ELG platform but they don't know how. * The organisation (i.e., the customer) has a need for using the ELG platform but they are not well versed in LT/AI proper. * They know they need LT and they also know that ELG could help them but they need additional help to be able to use ELG.	* Using this product, the organisation is able to make full use of ELG, of ELG services, of the ELG community. * Using this product, the organisation is able to evaluate if they need LT in their systems and how they can integrate LT in their systems.	* Buyers of this product are organisations that know that they should look into LT more closely and that do not have the technical or conceptual expertise to take the next steps when it comes to using ELG. Could include the development of prototypes and showcases.	* Can be offered in different variations, half-day to full-week, potentially also including a certification (environment tbd). * Course material can be packaged in different ways and customised to the requirements of the client but the material itself is not customisable for the client (in contrast to the corresponding consulting product). * Entertainment	* For this product to make sense in the long run, the ELG platform and ecosystem with many different technologies and data sets that can be combined in an easy and flexible way (workflows, pipelines, dynamic training etc.). * The more flexibility the platform provides, the better.	* No recurrent costs associated with this product except for the development of the training material and keeping it up to date.	* Product exp. addresses the market of those organisations that already know that they should look into LT more closely but that are not sure how ELG is used in practice; these are not expert organisations, probably not even IT organisations.	n.a.	* One time fee * Framework contract	* Fixed 2.500€ to 10.000€, depending on the length and depth of the training event.	* Similar to the technical consulting product but the training event is more general and generic. * Consulting product is custom-made for a specific client. Industry: for a few Academia: few(?)	2.500 €	Paying participants of training events per year	20 0	0 0	50.000 € 0 €	0% 0%	30 0	75 0	187.500 € 0 €	7% 0%	75 0	187.500 € 0 €	937.500 € 0 €	10% 0%	Low to Medium	* ELG is popular and widely known * ELG is widely perceived to be helpful and a general purpose toolbox for all sorts of LT * High demand for LT made in Europe'
	Annual conference	* The Annual ELG conference assembles the ELG team and community including commercial and academic members of ELG, related projects and initiatives, representatives of funding agencies and the EU etc.	* Various stakeholders are interested in learning the most recent developments around ELG, success stories, products built on top of ELG, results in the EU, showcase projects, products, services	* Paying customers have purchased a ticket or a sponsorship package (see below) for the conference. * Stay informed and position their organisations as supporters of ELG.	* Visibility and positioning as active members and supporters of ELG.	n.a.	* Typical features of an attractive conference, i.e., strong programme, excellent speakers, relevant topics, good connections to make * Entertainment	* Typical development costs relate to the organisation of the conference including venue, F/R materials, marketing, website, programme brochure, speaker relations etc.	* Recurrent costs especially relate to communication, keeping everybody informed, newsletter preparation and circulation etc.	* Whole European LT landscape including industry and research and also including related fields, related projects etc.	* LREC, ACL, EACL, LT Innovate Summit, MT Summit, GALA, SIDDATT and other conferences, LT-support events.	* One time fee	* Different prices for the different pieces of the overall product (see comment to the left)	* Typical business model for a commercial conference (mix of the overall product, sponsorship packages, paid presentation slots, industry exhibition etc.) * Could be built around META-FORUM.	200 €	Paying participants of the annual conference	100 0	100 0	20.000 € 0 €	3% 0%	150 0	250 0	37.500 € 0 €	3% 0%	200 0	250 0	50.000 € 0 €	3% 0%	Medium to High	* ELG is popular and widely known * ELG has been successfully established as the primary platform for the European LT community. * Annual conference is perceived to be helpful and important.
Marketing, advertisement ¶ Conference sponsorship [¶ Online ads ¶ Sponsored content ¶ Merchandise	Conference sponsorship	* Sponsorship of annual ELG conference	* Organisations that want to position themselves as supporters, friends, members of the ELG community.	* Sponsor has identified a need to market itself and to position itself as a supporter of ELG.	* Position the sponsor as a supporter, friend, member of the ELG community.	n.a.	* Increasingly expensive sponsorship packages come with an increasing number of perks.	n.a.	n.a.	See above	* Different sponsorship packages and levels	* Different prices for the different levels * Bronze: 2000€ * Silver: 5000€ * Gold: 10000€			10.000 €	Annual revenue through conference sponsorship				2%			10.000 €	2%			20.000 €	1%	Low to Medium	* ELG is popular and widely known * ELG has been successfully established as the primary platform for the European LT community. * Annual conference is perceived to be helpful and important.
	Online ads	* Regular online ads from the broader ELG ecosystem and community that we put on the ELG website	* Organisations that want to advertise their products or services on the ELG website using the right search terms and keywords.	* Advertise and sell services, resources or products.	* Direct access to the European LT community and to potential customers or users of European LT.	n.a.	* Regular online advertisement.	n.a.	* Website support costs	* All users of the ELG, i.e., all members of the commercial or academic European LT landscape, including potential users and buyers.	n.a.	* Regular online ad pricing model.	* "- Based on the calculation under comments and assuming 100 clicks/ 40€ * - Whenever users click on an ad, a small amount, usually about 10 cents, goes to the website owner from the advertiser or the agent. * A website that generates 1000 ad clicks per day would earn its owner $10 daily or $450 monthly.		Monthly revenue through online ads	200 € 0	4.000 € 0 €	48.000 € 0 €	3% 0%	750 € 0	9.000 € 0 €	108.000 € 0 €	7% 0%	1.000 € 0	12.000 € 0 €	144.000 € 0 €	7% 0%	Low	* ELG is popular and widely known * ELG has been successfully established as the primary platform for the European LT community and has a substantial number of users on the website.
	Sponsored content	* Full read of search or a specific list shown in the catalogue (marked as "sponsored")	* ELG members that want to advertise their products or services, available through the ELG, on the ELG website using emphasised search results or catalogue listings.	* Advertise and sell services, resources or products.	* Direct access to the European LT community and to potential customers or users of European LT.	n.a.	* Regular ELG catalogue entry that is listed first (for certain search terms or facets), marked as "sponsored"	* Small development effort to implement the feature for marking a resource or service as "sponsored" for a certain amount of time (incl. billing).	* Website support costs	* All users of ELG, i.e., all members of the commercial or academic European LT landscape.	n.a.	* Time-based pric ewek, one month) but with restrictions to avoid over exposure.	* 200€ per month (1)	* Sponsored service * Sponsored data set * Sponsored company * Sponsored project		Monthly revenue through sponsored content	200 €	3.000 €	36.000 €	2%	500 €	6.000 €	72.000 €	5%	1.000 €	12.000 €	144.000 €	7%	Low	* ELG is popular and widely known * ELG has been successfully established as the primary platform for the European LT community and has a substantial number of users on the website.
	Merchandise	* ELG merchandise (caps, t-shirts, corona masks, bags, pens, mugs etc.)	* Long-term friends and supporters of ELG want to identify themselves as strongly with ELG that they buy ELG-branded merchandise.	* Customer has a need to identify themselves with ELG.	* Identification with ELG.	n.a.	* Typical merchandise (caps, t-shirts, corona masks, bags, pens, mugs etc.)	* ELG-branded merchandise could be sold through the ELG website or through a provider (e.g., spreadshirt).	* Minimal costs to come up with the templates and branding	* Long-term friends and supporters of ELG.	n.a.	* One time fee	* Usual prices, depending on product	* More typical use case for ELG-branded merchandise is probably to use it as give-aways in business meetings and at the conference.		Monthly revenue through online shop (ELG merchandise)	50 €	600 €	7.200 €	0%	75 €	900 €	10.800 €	0%	100 €	1.200 €	14.400 €	0%	Very low	* ELG is popular and widely known * ELG has been successfully established as the primary platform for the European LT community. * ELG is widely perceived to be helpful and a general purpose toolbox for all sorts of LT * High demand for LT made in Europe'
																Sum:	431.960 € yearly 35.996 € monthly				Sum:	1.034.971 € yearly 86.248 € monthly				Sum:	1.889.012 € yearly 157.418 € monthly			

Columns (left to right)

- Product category
- Product name
- Product description
- Customer type: who is paying ELG so that they can use this product?
- Customer needs
- Benefit and value of the product for the paying customer
- Who are the ELG/LT end-users of this specific product?
- Product features
- Development costs created by this product in ELG
- Maintenance and recurrent costs created by the product in ELG
- Main competitors
- Pricing model
- Indicative price
- Open questions
- Example calculation (year 1, year 2, year 3)
- Potential for ELG's sustainability
- Prerequisites

Product Categories

- **Marketplace**
  - Marketplace Commission
  - Public Request for Bids Model
- **Consulting**
  - Technical ELG Platform Consulting
  - Conceptual ELG Community Consulting
  - LT Market Intelligence Report
- **ELG APIs**
  - ELG Power User Flatrate (for commercial users)
  - ELG Power User Flatrate (for academic users)
  - ELG Professional Flatrate
- **LT-as-a-Service**
  - LT-as-a-Service (for commercial users)
  - LT-as-a-Service (for academic users)
- **Data-as-a-Service**
  - Data-as-a-Service (for commercial users)
  - Data-as-a-Service (for academic users)
- **Repository-as-a-Service** as well as **Platform-as-a-Service**
- **Events**
  - Training Events and Tutorials
  - Annual Conference
- **Marketing and Advertisements**
  - Conference Sponsorship
  - Online Advertisements
  - Sponsored Content
  - Merchandise
- **Miscellaneous** *(additional revenue streams)*
  - Foundations
  - Project Grants
  - ELG Use Cases as Show Cases

Product Portfolio: Summary and Assessment

EUROPEAN LANGUAGE GRID

- The ELG product portfolio is diverse & broad, it offers multiple options of moving forward.
- Not all products will be offered right from the start of the legal entity.
- Before we make the final selection, we will validate the products and their chance of being accepted by the European LT community with a number of experts from the field.
- We consider most promising: **ELG APIs** (due to the enormous market), **LT-as-a-Service** (due to high demand), the **Marketplace** as well as the **Consulting** product.
- We also see a lot of potential in offering countries the technical infrastructure for the purpose of supporting national LT platforms. Especially smaller countries could have their *National LR/LT Repository* hosted as a service within ELG.
- Exploiting ELG as the primary dissemination and exploitation channel for research projects is another product with a lot of potential. It enables projects to concentrate on the actual research work without a need for developing complicated exploitation plans.

Legal Entity Type – Options

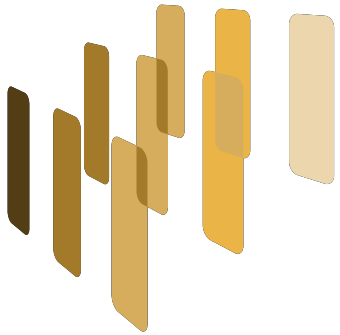
EUROPEAN LANGUAGE GRID

- We considered a number of different entity types.
- Each European country has its own set.
- There are also European legal entities (EEIG, SE, SCE etc.), none of which fit though.
- Basic options: a) for-profit company; b) non-profit company; c) association; d) foundation
- Crucial requirement: flexibility, agility and the ability to ramp up the operation of the legal entity in a careful way.
- We will establish a registered association in Germany (e.V., *eingetragener Verein*). This option does not require any initial capital and frees ELG from the pressure of having to generate income immediately. Since some of the staff members who will be active in ELG e.V. are based in Germany, it appears practical to set up the entity under German law.
- The legal entity will work in virtual teams primarily.

Summary and Next Steps

EUROPEAN LANGUAGE GRID

- Our ambition is for ELG to develop into the primary platform for LT in Europe.
- Most ingredients in place, we still need to work on the governance structure a bit more.
- ELG e.V. – *eingetragener Verein* (registered not-for-profit association under German law).
- Product portfolio enables a mixed financing model.
- Shared revenue streams – LT providers will benefit financially.
- Validate product specifications with external experts and stakeholders.
- Start small with a soft launch of ELG e.V. in Q3/Q4 2022.
- Soft launch possible because we're able to cover certain costs through new projects.
- EC will establish a *Language Data Space* – one possible scenario for ELG e.V. could be the transition into the corresponding European Digital Infrastructure Consortium (EDIC).



European Language Grid

European Language Equality

EUROPEAN LANGUAGE GRID

EUROPEAN LANGUAGE EQUALITY

Thank you!

The European Language Grid has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement № 825627 (ELG).
The European Language Equality project has received funding from the European Union under grant agreement № LC-01641480 – 101018166 (ELE),

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08/09-06-2022 META-FORUM 2022 – Joining the European Language Grid (hybrid conference)
http://www.european-language-grid.eu – http://european-language-equality.eu