

# BUSINESS PLAN



**LEFIS**  
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## SECTION 1: BUSINESS PROFILE

### Service description

LEFIS LRS, society of non-lucrative character, has as subject the promotion of research and teaching on Law and Information and Communication Technologies by the development of products as:

1. Courses and learning materials
2. Research and development projects
3. Advising
4. Organization of conferences, meetings and workshops

The products will be directed by the fulfilment of these objectives:

- a) To draw up regulatory proposals for higher education as regards Information and Communication Technologies and Law throughout the European Union and in other States.
- b) To promote the study of regulations and practice codes for professional educational institutions.
- c) To harmonize the teaching of Information and Communication Technologies and Law in the European Union with attention to the European Higher Education Area and the needs, traditions and requirements of varying social groups interested in the material within Europe and beyond its borders.
- d) To draw up and disseminate pedagogical solutions on Information and Communication Technologies and Law using its own resources for distance learning and on-site teaching.
- e) To award diplomas, and provide courses and all sorts of other educational aids of not official character.
- f) To give backing to research and publications on any area related to Information and Communication Technologies and Law.
- g) To support the use of Information and Communication Technologies in legal training.
- h) To disseminate information on Information and Communication Technologies and Law on paper and in electronic publications.
- i) To develop a certification system to ensure the quality, exploitation and dissemination of teaching of Information and Communication Technologies and Law.
- j) To organize an Annual Conference, specialized diplomas, courses, seminars and workshops.
- k) To represent the Society in any area of interest.
- l) To set up relationships and links with national and international academic bodies and legal and technology professionals.

### Market and clients

The LEFIS clients are organizations, institutions and persons, interested in the products developed by the LEFIS Society, attending to the objectives by the next reasons

- (1) **The advent of the network society (the ubiquitous society** is a common expression in Finland, for example) has deeply affected the cultural, political and social structures of our world. It is more real if we take into account that the Public Administrations use the Information and Communication Technologies (ICT) to make better the services directed to the citizens using the named Electronic Administration and, in the English speaking countries, the Electronic Government.
- (2) The new social and legal environment requires not only adequate regulative, political and theoretical responses but also **specific teaching and learning methodologies** which enable jurists and civil servants to deal with it. We must remark that, within the legal field, however,

scarce initiatives have been undertaken in this direction.

- (3) Neither those societal changes nor the corresponding legal, political and educational needs were unforeseeable a couple of years ago. A number of initiatives have been developed across Europe to explore the ongoing development of modern societies. This idea underlies the **LEFIS-Thematic Network experience made from 2003 till 2007**, which under EU support has emerged as a solid teaching and research infrastructure on Law from the example of a strategic matter as Law and ICT. Conclusions drawn thereof point that the continuity and progress of this approach necessitates further work on its social and institutional impact, feasibility and acceptance with relation to another matters in Law ([www.lefis.org](http://www.lefis.org)).
- (4) The next step is the SOUTH-AMERICAN LEFIS research and teaching proposal, that targets the teaching on the Law and governance of the network society (**Network Society Law**) attending to the Bologna changes in the European High Education area. The initiative has been presented to the Erasmus Mundus call, action 4: Enhancing Attractiveness. The initiative proposes as objective the introduction of teaching changes in Law attending to the proposals of the Bologna Process.
- (5) Another step is the Project Electronic Government II. This project likes to continue, consolidate and expand during 36 months initiatives developed in the period 2003-2006 with several European and American universities and institutions, receiving support from the programmes ALFA II and AECI. The concrete objective is to develop and teach joint teaching on Electronic Administration.
- (6) LEFIS LRS likes to give a step more, establishing as independent entity with own personality. This step will let develop and operate the elaborated products, giving the benefits of the results enough resources to continue obtaining the joint objectives using the advantages to have an own organization dedicated to the elaboration of products.

### **Growing tendencies of the business**

There is not a similar network. And there is, ad contrario sensu, a growing and continue demand of the elaborated and offered products of LEFIS, at the same time that the **Network Society** is more real in all the world.

### **Domain on the sale price**

The institutions and persons that take part of LEFIS are working in the same knowledge area, jointly, from 1999. They have elaborated and taught courses, made researches and obtained public subventions directed to their realizations.

The Universities, also, procure official Titles on the subject.

These circumstances let to LEFIS to offer, in representation of the group, in complementary form to their usual offers, another learning and research offers, that cannot be offered by one isolated institution or physical person that are part of the group.

## SECTION 2: THE VIEW AND THE PERSONS

Active members of LEFIS are the members that integrate the LEFIS Limited Responsibility Society, and that own the social capital by the acquisition of the correspondent actions.

Another members can be:

- a) Corporations: Business organizations, professionals, academics and in general, all those who represent collectives involved in meeting the goals of the Society.
- b) Private companies and institutions that wish to collaborate in meeting the goals of the society.
- c) Public Institutions.
- d) Individuals: Individuals who are personally interested in the meeting of the stated purposes. They must be adults and have a capacity to act.

## THE PERSONS

### Labour experience

All the LEFIS members have enough curriculum with reference to the LEFIS activities.

### Precedents

It is no doubt that such an infrastructure requires a highly qualified and experienced group of participants. In this regard, the LEFIS-TN has taken advantage from several previous EU-granted projects and initiatives with like-minded, albeit narrower scope.

Three milestones may be underlined in this regard.

First, LEFIS activities can be traced back to 1999, when nineteen universities, Faculties of Law specially, from ten European countries joint together under coordination of the University of Zaragoza in order to develop and implement high-quality teaching models for both postgraduates and graduate courses on IT Law, as first example. This initiative was promoted by the SOCRATES/ERASMUS Programme, in particular through CDA, PROG and DISS actions.

Secondly, in an attempt to bring together the academic, and the industrial and institutional perspectives, the LEFIS Thematic Network has taken these efforts (from 2003 to 2007) to a new level and has significantly extended the dissemination activities (see: [www.lefis.org](http://www.lefis.org)). It is worth to highlight that these activities stretch worldwide through EU ALFA or AECI programmes with some of the partners participating in this business plan. The Network had also as objective the establishment of a learning network on electronic Government

Thirdly, it is developed from 2007 a Law&ICT Shared Virtual Campus, supported by the European Union, Programme Virtual Campus until 2009, that takes this initial development work and extend it further, including to Lifelong Learning, taking as partners for the teaching of the Law to the majority of the members of this business plan (see: [courses.lefis.unizar.es](http://courses.lefis.unizar.es)).

**SECTION 3: COMMUNICATIONS****Computer and communications tools**

The basic computer infrastructure is located in the University of Zaragoza. Two IBM servers and the adequate software are situated in the Computer Center of this University

There are several Web pages and ciphered mechanisms to access to the majority of the offered learning contents made by the LEFIS Members.

Each partner has his own infrastructure adequate for the fulfillment of the LEFIS LRS objectives. This infrastructure is managed by the correspondent institution.

As exception, the partner's projects can include amounts to renew the computer equipment that they use exclusively in their activities related with the projects.

The used communication resources (computers, phones, fax and internet access) are, normally, provided by the own institutions. They are considered contributions as direct costs in the partner's projects.

**SECTION 4: ORGANIZATION****Commercial organization**

LEFIS LRS will use initially the services of the firm FASE. The firm takes part of the project LAW&ICT Shared Virtual Campus. A person of the LEFIS group of the University of Zaragoza will be responsible of the contacts with the firm FASE.

The “Empresa Universidad” Foundation of the University of Zaragoza (FEUZ, [www.feuz.es](http://www.feuz.es)) will be responsible of the incomes related with courses.

The “Oficina de Transferencia de Resultados de Investigación” of the University of Zaragoza (OTRI, [otri.unizar.es](http://otri.unizar.es)) will be responsible of another kind of incomes.

**Professional advisors**

The juridical services of each institutional partner and, in particular, the Juridical Advisory Board of the University of Zaragoza, will be consulted before the beginning of any activity.

**Licenses**

LEFIS Mark.- It is registered by the University of Zaragoza in the European Register of Marks. It has the number 5625132, since 10/12/2007.

## SECTION 5: INSURANCES

### **Insurances**

LEFIS LRS will contract a civil liability insurance policy in each country where LEFIS has activities. A person of each LEFIS institution will be responsible of the contract of this insurance policy in each country.

The liability insurance will be fixed. This limit will be known in each contract that LEFIS establishes with any juridical and physical person.

## SECTION 6: LOCATION

### **Location criteria**

The LEFIS headquarter will be located in the Faculty of Law of the University of Zaragoza (Spain).  
The LEFIS institutional partners will be able to establish delegations in their respective places.



**SECTION 7: ACCOUNTING AND CASH FLOW****Accounting**

The initial funds of LEFIS LRS are integrated by the social capital deposited for the constitution of the Society, and the funds of the Project LAW&ICT Shared Virtual Campus.

From the constitution of LEFIS as LRS, these funds will be increased by:

- a) Subventions to projects and another kind of funds coming from the European Union or from another public or private organism located in any of the countries origin of the partners.
- b) Incomes coming from the in registration fees of the courses offered by LEFIS.

All LEFIS activities that can generate incomes and/or costs will be organized in form of independent projects LEFIS (L-P).

Each P-L will be ruled by the next norms:

- 1) A person will be the responsible of the concrete L-P. The budget will be established, in euros, including incomes and costs, and the origin of the incomes. The incomes can come from an external part or from own funds of LEFIS.
- 2) The funds will be kept by the competent organ of the University of Zaragoza. If it is not possible the keeper will be the competent organ of the institution of the responsible person of the L-P.
- 3) The manager of the L-P will be award of that the 10% of the incomes in euros (if the funds come from an external part) will be designated to finance the general costs of LEFIS. This provision will be made, when it be legally possible, according with the conditions of the consecution of the income.
- 4) The 90% of the incomes will be directed to the objectives of the L-P (salaries payment, material acquisition, etc).
- 5) Anyway, the responsible of the L-P ought to make the account of incomes and costs of the L-P. This person ought to send each trimester the account to the responsible of the finances of LEFIS to this objective. The responsible of the L-P ought to present the state of the account to the responsible of the finances of LEFIS when he makes the requirement.

**Planning of the cash flow**

The estimated incomes for the next 12 months are:

- a) European Union projects.  
LAW&ICT Shared virtual campus.- Budget (from 1.9.2007 to 30.9.2009).- 371.701 euros  
Establishment of the SOUTHAMERICAN LEFIS network (application presented to the Erasmus Mundus Programme, call Enhancing attractiveness).- Foreseen budget (from 1.11.2008 to 31.10.2011).- 428.935 euros  
ALFA III project with the name Electronic Government II (application presented to the ALFA III programme).- Foreseen budget (from 1.1.2009 to 31.12.11).- 1.180.567 euros
- b) Projects supported by the national organisms of the partners.
- c) Incomes from courses.  
LEFIS Diplomas of specialization (foreseen from October 2008)  
LEFIS Courses of professional specialization (foreseen from October 2008)

The foreseen costs for the next 12 months are:

- a) Foreseen costs in the budget of the European projects.
- b) Foreseen costs in the budget of the projects supported by national organisms.
- c) Salaries and travel costs of the teachers of the foreseen courses.

**Internal controls**

A person will be nominated as responsible of the LEFIS finances. This person will carry out a continuous observation of all L-P. He/she will be able require to the responsible of the L-P the estate of the accounts of the projects.

## SECTION 8: FINANCING

### Financing strategy

The LEFIS financing will be, basically, of four kinds:

- 1) Support from the partners institutions of LEFIS from their annual budget. The support will be in the form of salaries of the persons that take part of the LEFIS activities, costs of infrastructure (electricity, phone, computer material, fungible material).
- 2) Funds obtained in calls of research projects: of public (European, national, regional, local) or private character.
- 3) Incomes in relation with the in matriculation in the LEFIS offered courses.
- 4) Incomes in relation with the learning materials generated by LEFIS.

These incomes will have as objective the payment of these costs:

- 1) Personal costs. These are originated by the payment of the personal that work in the participant institutions, and by the payment of the personal that are necessary to develop LEFIS projects. The last contracts will be always of limited duration or work or service contracts.
- 2) Functioning costs. These costs will have ordinary character (electricity, communications, computer material) or extraordinary character (materials and services that be necessary to put in practice LEFIS projects).
- 3) The costs that are foreseen in the budget of the LEFIS projects that have obtained financing
- 4) Teacher costs (salaries, per diem and travels) of the LEFIS offered courses
- 5) Another costs that are necessary to carry out the LEFIS projects:

The economic management of LEFIS will be carried out by the intervention of the "Fundación Empresa Universidad" of the University of Zaragoza (FEUZ) in relation with learning projects, and the "Oficina de Transferencia de Resultados de Investigación" of the University of Zaragoza in relation with another kind of activities. Similar organizations of the partners institutions will also be able to carry out the economic management.

The benefits will be reinvested in the achievement of the objectives of the LEFIS LRS.

The share capital is set at 4000 Euros divided into 200 public shares with a face value of 20 Euros each, which are equal, can be accumulated but not divided, numbered from 1 to 200 all inclusive.

The Share Capital is completely subscribed and paid up.

**SECTION 9: MARKETING****Marketing Plan**

The firm FASE will be responsible of the exploitation activities under coordination of the LEFIS LRS.

A marketing strategy for the diffusion of the project results into a wide public will be elaborated.

Links with universities and organizations which may profit from the results of the activities and will be interested in taking part in the European Network will be established.

Other projects related to the Law&ICT, for upgrading, enlargement and contributions from other countries will be prepared.

A system of Agreement and Regulations for the continuing and enlargement of the partnership will be designed.

The commercialization of the results helping to the partners, each in their own scope of performance, as training courses, workshops or consultancy will be prepared.

**Publicity and promotion plans**

FASE is responsible of the dissemination activities under coordination of the LEFIS LRS:

A durable committee in charge of the supervision of the network dissemination activities with participation of all partners will be created.

A dissemination strategy will be designed.

The project will be presented in academic seminars, national and international conferences and symposiums. The project will also be promoted in the main international Webs, in the most important general websites of the participant countries and in the specialized areas of education and training.

A general dissemination among organizations and experts on training through the Internet by means of general and specialized search engines and cover all search engines specialized in education and training will be made.

The fact that the LEFIS LRS website will be of free access will facilitate other entities contribution to it and to the general dissemination of it. The LEFIS LRS website will be part of the LEFIS website.

A campaign of diffusion of results of the project as part of the LEFIS mark, among a great number of organizations and regions, even of non participant countries attending to the management meetings and the training courses well be developed. The partnership meetings in the different countries will be accompanied with parallel dissemination seminars where national Experts in the subject will be invited to take part and to contribute with their ideas.

## SECTION 10: WIDENING PROGRAMME

### **Expansion**

After the constitution of the LEFIS LRS, it will be open a period of capital widening. Other juridical and physical persons will be invited to participate in the capital widening.

### **Problems solutions**

The Statute of the LEFIS LRS will make provisions to solve possible problems that can arise during the operation of the Society.