

2024-12-10, KERC

# Horizon Europe Pillar 2 (AI-PRISM)

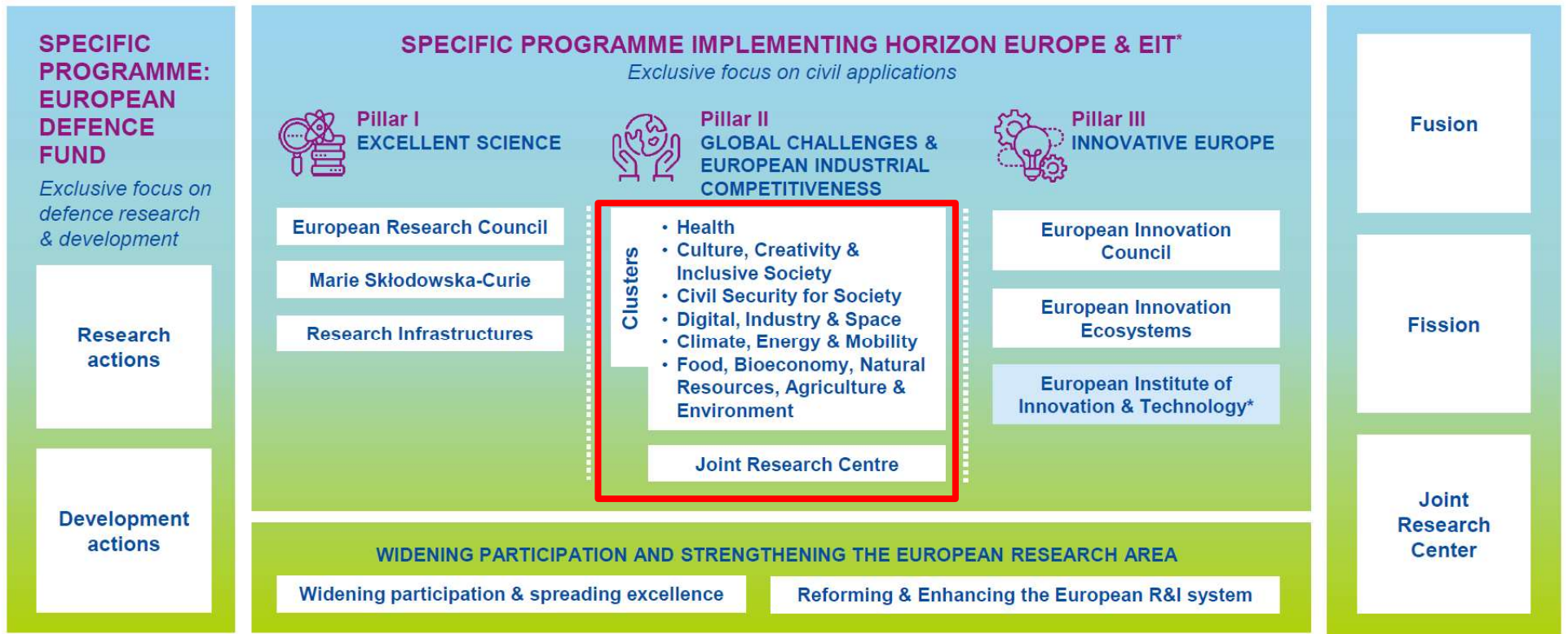
윤대섭 실장  
모빌리티UX연구실  
한국전자통신연구원

# 세부 내용

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- 프로젝트 개요
- 참여배경 및 과정
- 제안서 기획, 제출, 평가
- IPR협의를, 연구비신청, 연구수행,
- 파트너 발굴 노하우
- 참여시 이점/주의사항

# Horizon Europe



\* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

# Project Invitation

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## **HORIZON-CL4-2021-TWIN-TRANSITION-01-01: AI enhanced robotics systems for smart manufacturing (AI, Data and Robotics - Made in Europe Partnerships) (IA)**

<b>Specific conditions</b>	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of between EUR 8.00 and 10.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 28.00 million.
<i>Type of Action</i>	Innovation Actions
<i>Technology Readiness Level</i>	Activities are expected to start at TRL 5 and achieve TRL 7 by the end of the project – see General Annex B.

Dear ETRI Team,

As you know, ETRI and TEKNOPAR work for the MACHINAIDE Project. In a brokerage event about Horizon Europe projects, we learned about a project idea to which we think ETRI may contribute as a technology provider or as a use case provider.

The call topic “HORIZON-CL4-2021-TWIN-TRANSITION-01-01: AI enhanced robotics systems for smart manufacturing (AI, Data and Robotics - Made in Europe Partnerships)” can be found on pages 26-28 of the pdf file on the [link](#).

# 제안서 기획

# Use Case Description

## AI-PRISM

### AI Powered human-centred Robot Interactions for Smart Manufacturing

#### 1. Call

HORIZON-CL4-2021-TWIN TRANSITION-01-01 - *AI enhanced robotics system for smart manufacturing*

#### 2. Pilot requirements

Project results should be demonstrated in an operational environment complying with the following aspects:

- **Large-scale industrial use-case from north, central or east Europe** (preferably SMEs)
- **Targeting sectors demonstrating complexity activities in automation and with tasks typically difficult to automate.**
- **Avoid sectors with highly automated tasks** such as the automotive industry.
- **Manufacturing processes of complex tasks with high variability and where the type of product often changes and therefore fast repurposing and reconfiguration is required.**
- **Human-Robot Collaboration** at the core of the demonstration (close human-robot interaction).
  - **The robot acquires new manipulation skills learning from human demonstrations.**
  - **Humans always in control and in charge of the final decisions**

#### 3. Pilot preliminary description

USE CASE TITLE
<b>Location</b>
SILVERLINE ENDÜSTRİ VE TİCARET A.Ş. factory (MERZİFON, TÜRKİYE)
<b>Industrial domain / sector</b>
BUILT-IN APPLIANCES MANUFACTURING COMPANY
<b>Company description</b>
Briefly describe the company providing the pilot demonstration [Max. Length: 3-4 lines]
Established in 1994 Turkey, SILVERLINE is one of the world's largest brands in the production and sale of built-in kitchen products. SILVERLINE is one of Europe's top 5 and the world's top 10 hood manufacturers (Reference?). With over 1700 employees, it develops innovative and highly designed consumer and environmentally friendly products. The company has representatives in Germany and Italy and exports to more than 70 countries.
<b>Short description of the use case</b>
Briefly describe the use case and how it is going to be implemented. Make sure to comply with the pilot requirements (see section 2). Make sure to highlight the innovation of the UC and how the progress will be achieved. [Max. Length: 1/2 page]
Majority of the challenges of assembly lines in mass production plants have already been solved by automated robots. However, there are still a lot of important opportunities in human robot collaboration. The SILVERLINE use case aims at generating an adaptable/ collaborative control station at the end of the production line, where human robot collaboration is applied for the control and packaging of the end products. The tasks in the control station are not currently fully automated, and the speed of production is faster than that of processes to be completed in the control station.
<b>Problem:</b>
SILVERLINE all operations performed on the control station are performed by manpower, resulting in the following problems
<ol style="list-style-type: none"> <li>1. Increased ergonomic and health problems (both physical and mental)</li> <li>2. Decreased working performance</li> <li>3. Decreased productivity</li> <li>4. Increased working accident risk</li> <li>5. Increased stress of the human operators</li> </ol>

6. Safety problems

**Solution**

With the advancement of artificial intelligence technologies and robots, our main goal is to develop a fully man-dependent control station into an intelligent and adaptable control station with the cooperation of humans and robots (Cobot technology). Processes performed at SILVERLINE final control workstation consists of 12 steps, all of them are currently conducted by human operators.

The steps to be performed in the control station, and the related details of them aimed are depicted in Table 1 in order of execution. Some steps are to be performed by human only, and others are by robots only. For each step in the process, a collaboration is needed between robots and human operators. A learning adaptable system solution enhanced with computer vision and robotics will enable the steps to be taken faster, safer, cheaper, healthier, more efficient.

Table 1- Steps conducted at the final control and packaging station

Steps	Photos	Robot	Human	Reason	To Do
1 Sticking Label		✓	x	Higher accuracy, the error rate is minimized.	Product labeling to determine the serial number and product code number. The commemorative label should be affixed so that it can be seen directly in front of the product when it is in the mounting position.
2 Visual Control		x	✓	Sensitive sensors are needed to control this part. As a result, the cost of control will increase. Increasing control time	It is checked whether there are any scratches, cracks or twisting errors on the product.
3 Cable Packing Before Packing		x	✓	High manpower flexibility	The cable is packed before the packaging process is done.
4 Grounding Test		✓	x	Prevents Leakage Current. Robots are made up of metals that make them the best choice when it comes to a serious job responsibility. They can work in hazardous environment anytime.	T KG 023 Electrical Final Control Instructions
5 Function test		✓	x	Measure's engine values	T KG 023 Electrical Final Control Instruction
6 sticking blue color label on the lateral side of the product		✓	x	Avoid repetitive work	Sticking blue color label on the both side of the product
7 Filter Assembling		✓	✓	The robots work according to planned tasks and predetermined processes. Therefore, they are not adapted to unexpected conditions.	3420 60 RLL filter is attached to the body without anodizing

8 Product Cleaning		x	✓		During assembly, each part that pollutes the risk of contamination is disinfected with alcohol. It is a cleaning method applied to all products in terms of being hygienic.
9 Sticking of the Cable 220V on the body		x	✓		The 220V supply cable is attaching to the back of the body with tape.
10 Sticking Blue Color Warning Label		✓	x		Sticking Blue Color Warning label
11 Sticking blue label on the product		✓	x		Sticking blue label on the product
12 Bagging the product		x	✓		The hood is packed with 50 nylon bags 0.050kg ver.2

20% reduction of total production time

- by eliminating unwanted personnel movement,
- by using collaborative robot

15% increase of resource efficiency

- On Efficiency
- On Increase Production Capacity for tailor-made products
- On Cognitive Capacity of the Operators

10% reduction of production costs

- With increase of the production capacity
- With Work Power Reduction

Other use cases could be added if needed.

**Partners involved / required in the use case and role**

Partner	Role in the Use Case	Expected contribution to the Use Case
SILVERLINE	DEMONSTRATOR	SILVERLINE brings in its expertise as an end user that will support and guide the conception and development of the Project from a practical, in-house-deployment point-of-view. SILVERLINE also contributes with an application (or more)
TEKNOPAR	Technology Provider	TEKNOPAR will bring its expertise and solutions in computer vision for Visual Control of defects and execution of tasks performed in the collaborative control station. Using Optical Character Recognition (OCR), labels stocked to the products can be read, recognized and checked. Object detection algorithms will be developed and applied to detect various attributes of the product. Essential points such as products edge locations, label location, existence etc. will be determined. Defects could be detected, located and evaluated by computer vision algorithms using pre trained deep learning models. New products will be introduced to the system by using a small data set size, by using pretrained feature extractors. TEKNOPAR will also involve in building the reference architecture and the human centered collaborative robotic platform to be used in various steps of the SILVERLINE and in other use cases.

# 연구 내용 도출

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- Work Package
- WP leaders
- Work description
- Tasks
- Task leaders
- Deliverables
- Milestones
- Cost and Efforts



# 기획 회의

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## AI-PRISM

### *TWIN TRANSITION 01-01 proposal*

#### Telco meeting

July 30, 2021 - 11:00 to 12:00 CET

Participants: Ana María Arias (ITI), Cristóbal Costa (ITI), Miguel Sanchis (ITI) Raúl Poler (UPV), Francisco Fraile (UPV), Andrea Micheli (FBK), Carlos Calleja (IKERLAN), Michele Putero (COMAU), Alfio Minissale (COMAU), Jose Gonzalez (AUS), Saigopal Vasudevan (TAU), Panagiotis Vlacheas (WINGS), Nikolaos Koufokotsios (AB), Özlem Aglamaz (Teknopar), Sarah Fletcher (CRAN), Özge Aglamaz, Perin Ünal (TEK), Pawel Solzcnski (VIGO), Agnieszka Spronska, Tomasz Kolcon (PIAP), Engin Talas, Grzegorz Kowalski (PIAP), Wilm Decré (KUL), Cristian Vergara (KUL), Daesub Yoon (ETRI), Alexandro Difava (ROB), Stefano Mantino, Suat Cetin.

## Agenda

1. WP structure and task efforts	ITI / ALL
2. Building blocks (SoA topics) and KERs	UPV
3. Technical Annex writing	ITI / ALL
4. Pilots' descriptions	PIAP/VIGO; TEK/SIL; WINGS/ABF
5. Consortium and partners data	ALL
6. Next actions and AOB	ITI



# 제안서 제출

# 제안서 PartA

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**Call: HORIZON-CL4-2021-TWIN-TRANSITION-01**  
(TWIN GREEN AND DIGITAL TRANSITION 2021)

**Topic: HORIZON-CL4-2021-TWIN-TRANSITION-01-01**

**Type of Action: HORIZON-IA**

**Proposal number: 101058589**

**Proposal acronym: AI-PRISM**

**Type of Model Grant Agreement: HORIZON Action Grant Budget-Based**

## Table of contents

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Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	

# 제안서 Part B



## AI Powered human-centred Robot Interactions for Smart Manufacturing

### Proposal Part B

TWIN-TRANSITION-01-01: AI enhanced robotics system for smart manufacturing

ID	Participant organisation name	Participant short name	Country	Type	Main role
1	Everis Spain, SLU	EVR	ES	IND	Project coordinator, innovation, and exploitation management
2	Everis Italia Spa	EVRI	IT	IND	Affiliated entity. Human Safety Management
3	Universitat Politècnica de València	UPV	ES	EDU	Technical coordinator, R&D
4	Ikerlan S.Coop	IKER	ES	RTO	R&D, Technology provider
5	Fondazione Bruno Kessler	FBK	IT	RTO	R&D, Technology provider
6	Katholieke Universiteit Leuven	KUL	BE	EDU	R&D, Technology provider
7	Instituto Tecnológico de Informática	ITI	ES	RTO	R&D, Technology provider
8	Tampere University	TAU	FIN	EDU	R&D, Open Access pilots
9	Cranfield University	CRAN	UK	EDU	R&D, SSH, ethics
10	Robotnik Automation SLL	ROB	ES	SME	Robots' manufacturer
11	COMAU SPA	COMAU	IT	IND	Robots' manufacturer, integrator
12	AUSTRALO Alpha Lab MTÜ	AUS	EE	SME	Comm & Dissemination
13	Teknopar Industrial Automation	TEK	TR	SME	Technology provider
14	Silverline	SIL	TR	IND	Pilot owner (built-in appliances)
15	Sieć Badawcza Łukasiewicz - Przemysłowy Instytut Automatyki i Pomiarów PIAP	PIAP	PL	RTO	R&D, Technology provider, Integrator
16	Vigo Systems	VIGO	PL	SME	Pilot owner (electronics)
17	WINGS ICT Solutions	WINGS	GR	SME	Technology provider, R&D
18	Athenian Brewery factory	AB	GR	IND	Pilot owner (Beverage industry)
19	Profactor GMBH	PROF	AT	RTO	Technology provider, R&D
20	Keba AG	KEBA	AT	IND	Industrial Automation Provider Pilot owner (manufacturing)
21	Asociación Española de Normalización	UNE	ES	NPO	Standardisation
22	NTT DATA Romania SA	NTTD	RO	IND	IT services provider
23	Andreu World SA	AW	ES	SME	Pilot owner (furniture)
24	Asociatia Transilvania IT	TDIH	RO	OTHER	Dissemination and exploitation
25	Electronics and Telecommunications Research Institute	ETRI	KR	RTO	R&D, Human factors
26	A&G Technology Co. Ltd.	A&G	KR	IND	R&D, Quality control in collaborative stations

# 제안서 평가

# Proposal Evaluation

## Evaluation Summary Report

### Evaluation Result

Total score: 14.50 (Threshold: 10)

### Criterion 1 - Excellence

Score: **5.00** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work

programme:

- Clarity and pertinence of the project's objectives, and the extent to which the proposed work is ambitious and goes beyond the state of the art.

- Soundness of the proposed methodology, including the underlying concepts, models, assumptions, inter-disciplinary approaches, appropriate consideration of the gender dimension in research and innovation content, and the quality of open science practices, including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.

### Criterion 2 - Impact

Score: **5.00** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions from the project.

- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.


### Criterion 3 - Quality and efficiency of the implementation

Score: **4.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.

- Capacity and role of each participant, and the extent to which the consortium as a whole brings together the necessary expertise.

Proposal Evaluation Form						
		EUROPEAN COMMISSION			Evaluation Summary Report - Innovation actions	
		Horizon Europe Framework Programme (HORIZON)				
Call:	HORIZON-CL4-2021-TWIN-TRANSITION-01					
Type of action:	HORIZON-IA					
Proposal number:	101058589					
Proposal acronym:	AI-PRISM					
Duration (months):	36					
Proposal title:	AI Powered human-centred Robot Interactions for Smart Manufacturing					
Activity:	HORIZON-CL4-2021-TWIN-TRANSITION-01-01					
N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	EVERIS SPAIN SL	ES	399,591	3.19%	279,914	2.82%
2	everis Italia Spa	IT	125,000	1.00%	87,500	0.88%
3	UNIVERSITAT POLITÈCNICA DE VALÈNCIA	ES	761,655	6.08%	761,655	7.67%
4	WERLAN S. OOP	ES	541,975	4.32%	541,975	5.45%
5	FONDAZIONE BRUNO KESSLER	IT	600,775	4.79%	600,775	6.05%
6	KATHOLIEKE UNIVERSITEIT LEUVEN	BE	634,400	5.06%	634,400	6.39%
7	ISTITUTO TECNOLOGICO DE INFORMATICA	ES	409,000	3.26%	409,000	4.12%
8	TAMPEREEN KORKEAKOULUSAITIO SR	FI	772,097	6.16%	772,097	7.77%
9	CRANFIELD UNIVERSITY	UK	600,170	4.79%	600,170	6.04%
10	ROBOTNIK AUTOMATION SLL	ES	364,750	2.91%	255,325	2.57%
11	COMAU SPA	IT	433,822	3.46%	303,675	3.06%
12	AUSTRALO Alpha Lab MT7	EE	423,950	3.38%	423,950	4.27%
13	TEKNOPAR ENDSUSTRİYEL OTOMASYON SANAYI VE TICARET ANONİM ŞİRKETİ	TR	513,796	4.10%	359,657	3.62%
14	SILVERLINE ENDSUSTRİYEL VE TICARET A.Ş.	TR	450,995	3.60%	315,697	3.18%
15	SIĘC BADAWCZA LUKASIEWICZ - PRZEMYSŁOWY	PL	520,200	4.15%	520,200	5.24%
16	INSTITUT AUTOMATYKI I POMIAROW PIMP VIGO SYSTEM S.A.	PL	239,700	1.91%	167,790	1.69%
17	WINGS ICT SOLUTIONS INFORMATION & COMMUNICATION TECHNOLOGIES IKE	EL	684,325	5.46%	479,028	4.82%
18	ATHINAIKI ZYTHOPIA ANONYMOS ETAIRIA	EL	257,995	2.06%	180,597	1.82%
19	PROFACTOR GMBH	AT	730,517	5.83%	730,517	7.35%
20	KEBA AG	AT	623,725	4.98%	436,608	4.39%
21	ASOCIACION ESPANOLA DE NORMALIZACION	ES	108,137	0.86%	108,137	1.09%
22	NTT DATA ROMANIA SA	RO	453,200	3.62%	317,240	3.19%
23	ANDREU WORLD SA	ES	404,956	3.28%	297,469	2.99%
24	ASOCIATIA TRANSILVANIA IT	RO	352,575	2.81%	352,575	3.55%
25	ELECTRONICS AND TELECOMMUNICATIONS RESEARCH INSTITUTE	KR	885,350	7.06%	0	0.00%
26	Jinsang Kim	KR	221,340	1.77%	0	0.00%
	Total:		12,533,996		9,935,751	

# IPR 협의

# Consortium Agreement

- Definitions
- Purpose and Scope of the Cooperation
- Confidentiality
- Dissemination, Publicity and Press Releases
- Ownership of Foreground Information
- Access Rights
- Open Source Software

AI POWERED HUMAN-CENTRED ROBOT INTERACTIONS FOR SMART MANUFACTURING- ALPRISM CONSORTIUM AGREEMENT	<b>CONSORTIUM AGREEMENT</b>	
	<b>1</b>	<b>Section: Definitions</b>
	1.1	Definitions
	1.2	Additional Definitions
	<b>2</b>	<b>Section: Purpose</b>
	<b>3</b>	<b>Section: Entry into force, duration and termination</b>
	3.1	Entry into force
	3.2	Duration and termination
	3.3	Survival of rights and obligations
	<b>4</b>	<b>Section: Responsibilities of Parties</b>
	4.1	General principles
	4.2	Reach
	4.3	Involvement of third parties
	<b>5</b>	<b>Section: Liability towards each other</b>
	5.1	No warranties
5.2	Limitations of contractual liability	
5.3	Damage caused to third parties	
5.4	Force Majeure	
<b>6</b>	<b>Section: Governance structure</b>	
6.1	General structure	
6.2	General operational procedures for all Consortium Bodies	
6.3	Specific operational procedures for the Consortium Bodies	
<b>7</b>	<b>Section: Financial provisions</b>	
7.1	General Principles	
7.2	Resourcing	
7.3	Budgeting	
7.4	Payments	
<b>8</b>	<b>Section: Results</b>	
8.1	Ownership of Results	
8.2	Joint ownership	
8.3	Transfer of Results	
8.4	Dissemination	
<b>9</b>	<b>Section: Access Rights</b>	
9.1	Background included	
9.2	General Principles	
9.3	Access Rights for implementation	
9.4	Access Rights for Exploitation	
9.5	Access Rights for Affiliated Entities	
9.6	Additional Access Rights	
9.7	Access Rights for Parties entering or leaving the consortium	
9.8	Specific Provisions for Access Rights to Software	
<b>10</b>	<b>Section: Non-disclosure of Information</b>	
10.1		
10.2		
10.3		
10.4		
10.5		
10.6		
10.7		
10.8	Protecting Personal Data	
<b>11</b>	<b>Section: Miscellaneous</b>	
11.1	Attachments, inconsistencies and severability	
11.2	No representation, jointing of agency	
11.3	Notice and other communication	
11.4	Assignment and amendments	
11.5	Mandatory national law	
11.6	Language	
11.7	Applicable law	
11.8	Settlement of disputes	
<b>12</b>	<b>Section: Signatures</b>	
<b>Attachment 1: Background included</b>		
<b>Attachment 2: Accession document</b>		
<b>Attachment 3: List of Third Parties for simplified transfer according to Section 8.3.2.</b>		
<b>Attachment 4: Identified Affiliated Entities according to Section 9.6</b>		



# 연구비 신청

# HE 연구비 지원 기관

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- 2024
  - KIAT
  - IITP
  - 연구재단
- 2025
  - EU

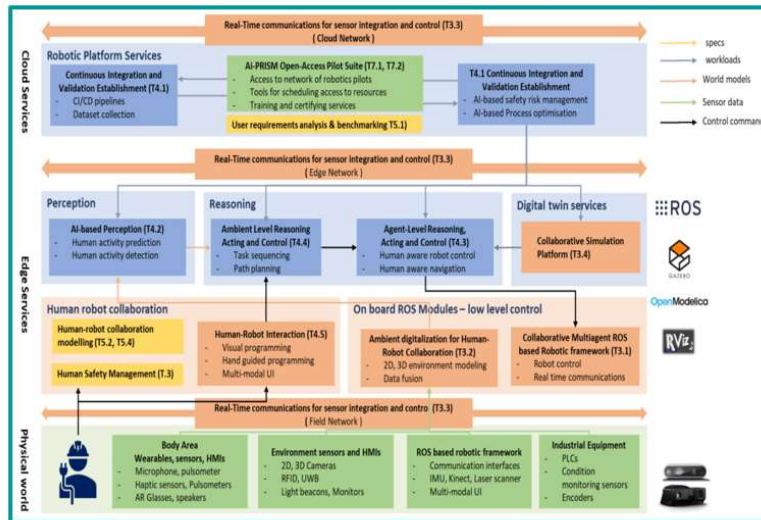
# 연구수행

# AI-PRISM



## AI-Powered Human-centred Robot Interactions for Smart Manufacturing

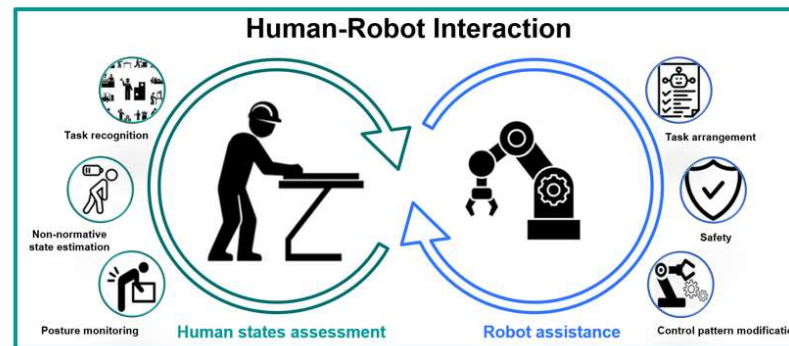
Develop human-centric smart manufacturing solutions that **improve human-robot collaboration** by enhancing robots' ability to **reason, perceive, and coordinate interactions** with humans, products, and the environment.



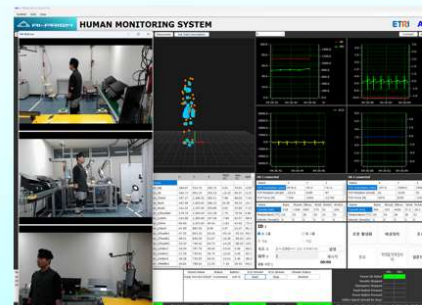
25 partners, 12 countries

# Main challenge

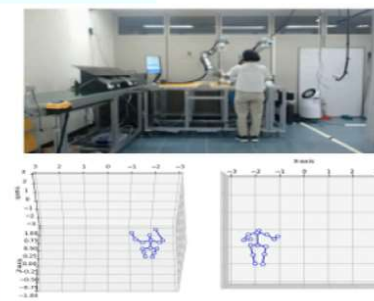
## Main challenge of the Korean Consortium



Testbed



Human monitoring system (HMS)



3D pose estimation (Multi-camera)

# Management

## Consortium management

Management tools and meetings support



### ➤ Management Tools:

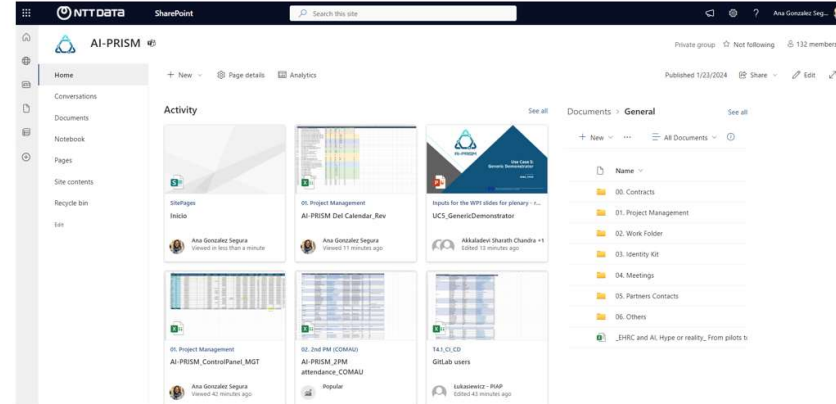
AI-PRISM Project Management Handbook (D9.1)

Project Repository

### ➤ Communications:

Microsoft Teams

Mailing lists (general, WPs, WPL, TSC)



### ➤ Project meetings:

- KOM (Valencia, Spain, Oct 2022)
- 1st PM (Arrasate, Spain, May 2023)
- 2nd PM (Turin, Italy, Jan 2024)

### ➤ Technical meetings (monthly)

- WPL meetings (monthly)
- WP meetings (usually monthly)
- Coordination meetings (weekly)
- Consortium Follow up (6 weeks)
- Data Management (bi-monthly)



*Meeting agendas, presentations and minutes available in AI-PRISM Repository*



# Kick-off



## Kick-off Meeting, 04-10-22

### Agenda

- Get to know the consortium partners
- Alignment and common understanding of the AI-PRISM project and activities
- Overview of the GA and clarify any ambiguity identified
- Plan work ahead
- Start working and collaborating in most imminent tasks





# Face-to-face meeting

## Face-to-face meeting, 30-01-24



### Agenda

- Rehearsal the next project review meeting with the EC.
- Status update – Align us and share relevant information among the consortium.
- Advance in the different on-going activities and plan the next months.



# Dissemination

## LinkedIn



🌐 Gratitude to **ETRI**, Our Global Collaborator!  
🇰🇷

A heartfelt thank you to the Electronics and Telecommunications Research Institute (ETRI) from South Korea for their invaluable visit during the AI-PRISM General Assembly! 🙏🌟

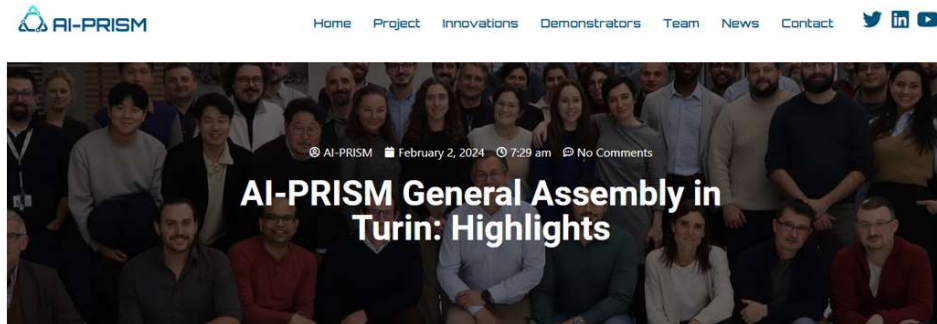
The exchange of ideas and collaboration with ETRI enriches the global AI landscape. Together, we're shaping the future of technology through innovation, research, and a shared commitment to excellence. 💡

🤝 As we continue this journey of innovation and knowledge exchange, let's look forward to more collaborations that push the boundaries of technology. Together, we're creating a future where advancements know no bounds! 🚀🌈

**#ETRI #AI\_PRISM #GlobalCollaboration**  
**#Innovation #TechnologyPartnership NTT**  
**DATA Business Solutions Spain Universitat Politècnica de València (UPV)**

# Project Website

aiprism.eu



The General Assembly of the AI-PRISM Project in Turin was marked by a comprehensive exploration of both user and technical perspectives, showcasing the project's vision and objectives. The meeting delved into various work packages, featuring insights from industrial scenarios to technical foundations, and even a guided tour of COMAU facilities.



# 국제 협력 파트너 발굴 노하우

# 파트너 발굴

- Ideal-ist: Europe NCP (<https://www.ideal-ist.eu/>)
- Partner search tool in EU Funding & Tenders Portal
- Research and Innovation Week
- Google & Networking
- Email
- Video Meeting
- Introduction
  - LinkedIn
  - 연구실 웹사이트
  - 관련 논문
  - 유튜브
- Contribution
- Benefit





# 참여시 이점

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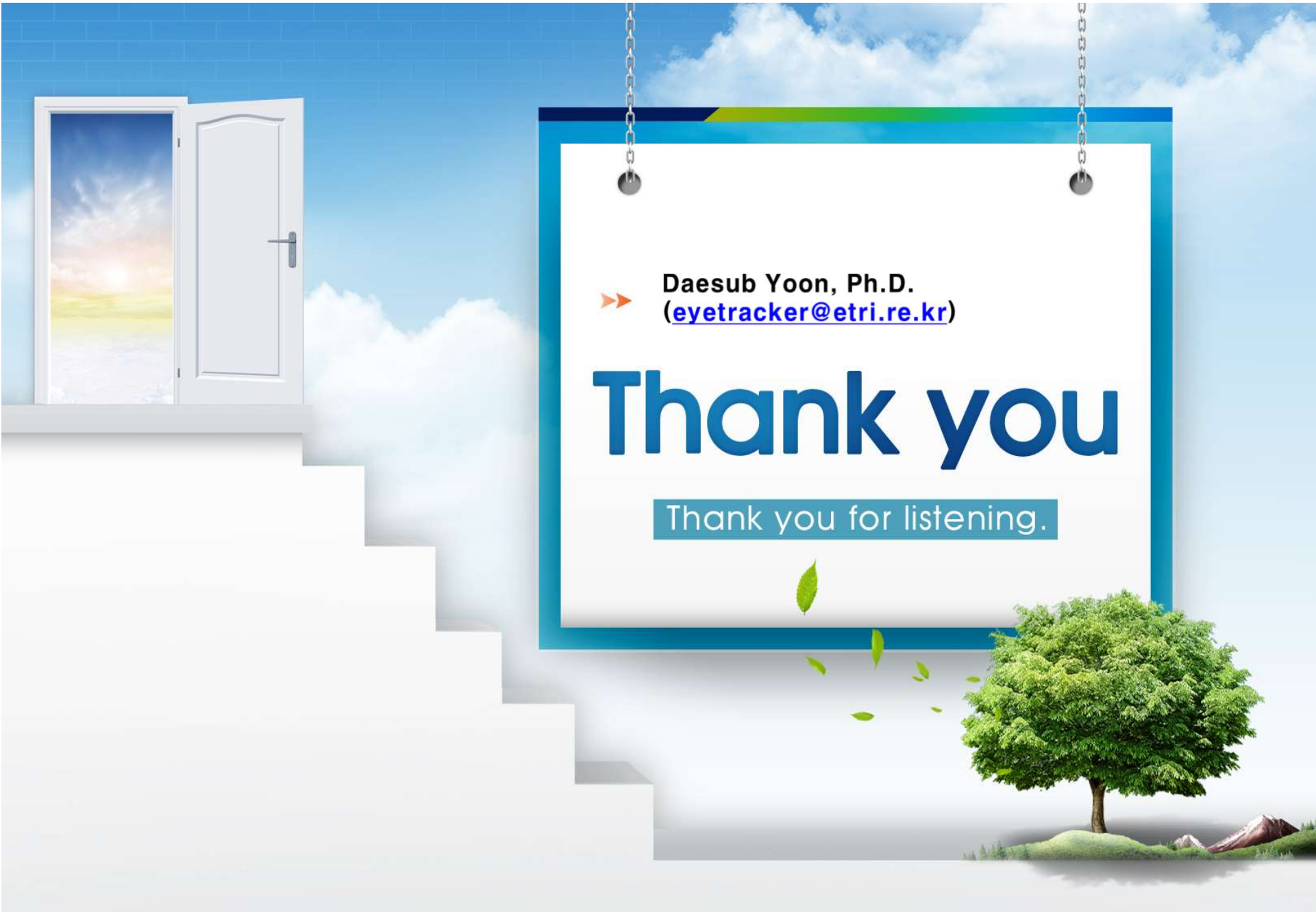
- Share technology trends
- Share market information
- Share knowhow of project skill
- Collaboration for solving research problem
- Develop next project
- Information for different project
- Exploitation & dissemination
- Learn different cultures
- Airplane mileage

# 참여시 주의사항

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- Different time zone
- Too many meetings
  - Use case scenarios
  - Requirement analysis
  - Work package
  - Covid 19 situation
- Different vacation style





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# Thank you

Thank you for listening.