



Catena-X

THE FIRST OPEN AND COLLABORATIVE DATA ECOSYSTEM

Internationalization Approach

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EXECUTIVE SUMMARY

The Catena-X Automotive Network is an international alliance and a globally operated network that is building the first operating system for a data-driven global automotive value chain. The primary objective of the Catena-X Association is to create a common foundation for digital exchange by offering the most user-friendly environment for building, operating and collaborating using end-to-end data chains along the entire value creation process. As such, the Catena-X Network sees itself as the ultimate gateway to a digital economy in which automotive manufacturers and suppliers, dealer associations and equipment suppliers, including the providers of applications, platforms and infrastructure, can all participate equally.

Catena-X aims to develop a truly international association by growing a constellation of local/regional Hubs (hereinafter referred to as 'local Hubs' or 'the Hubs') that work together towards a common goal of enabling a data-driven automotive value chain. Each Hub will represent the Catena-X Association locally, bringing together companies, key stakeholders and use cases from the regional level to support the expansion of the global network. Together, the Hubs will be part of a global community and a growing 'network of networks' such that Hub members experience significant performance gains through industrial collaboration, transparency and easy access to valuable information along the value chain.

A local Hub can only flourish and deliver full impact if its members support the Hub purpose and actively participate in building resilient value chains. Therefore, in the initial phase, a Hub will primarily rely on motivated local heroes, which are companies with a strong local footprint in the automotive value chain who are willing to invest effort to ignite and expand the local ecosystem. In the long term, each individual Hub will function as a multiplier & amplifier and will be responsible for growing the local network, acquiring new members, initiating new use cases as well as managing needs and requirements from the local ecosystem.

The purpose of this document is to provide a comprehensive overview of the planned internationalization concept as well as the overarching approach required towards scaling the Catena-X Automotive Network across different regions and nations. In particular, this document will outline the purpose and role of a local Hub for Catena-X stakeholders as well as the overarching framework and interaction between Hubs and the central Catena-X Association.

1. HUB ROLE & COLLABORATION RULES

1.1 Purpose & Objective

The objective of establishing local Hubs is to expand and build on the ecosystem philosophy of Catena-X. The Hubs play a fundamental role in the overarching vision of the Catena-X Association, which is to create the foundation for collaborative, industry-wide data exchange across the automotive global value chain. Therefore, each Hub will serve as a local embassy with the primary objective to build a strong network and connect the key stakeholders within the respective local ecosystem, thereby extending the industry network beyond the regional level. A Hub represents the Catena-X Network locally and fosters an easy-access-gate towards Catena-X to all local players. Thus, the Hub is ultimately responsible for creating a strong local community of relevant players in order to foster easy access to long and continuous data chains.

The primary purpose of a local Hub is to represent the common interests of its members and stakeholders guided by the overall Catena-X purpose to create a network of networks. This implies that each Hub must enable the active participation of local companies and stakeholders in terms of contributing towards data exchange, bringing in new data into Catena-X, leveraging existing use cases and developing new solutions and services. Essentially, every Hub will be the voice of the local ecosystem, and more importantly, will be the point of contact for Hub members, local stakeholders and the Catena-X Association.

In the following paragraphs, the responsibilities of both the Hub and the Catena-X Association are detailed. The exact responsibilities of each Hub must be aligned with the Internationalization Committee.

1.2 Responsibilities of a Hub

The primary responsibility of every Hub is to connect, orchestrate and develop the respective local ecosystem, bundle local initiatives and provide a central point of contact to interested parties. This implies that local Hubs must ensure easy and trusted access to the various stakeholders by addressing local needs, fostering existing cooperation between operators and users as well as ensuring that there are no cultural and language barriers.

Every Hub has the following key responsibilities:

Understand & communicate Catena-X: Interconnect potential Catena-X stakeholders, acquire and onboard new members to the Hub / ensure execution of Catena-X values, standards and certificates to create a high level of trust and strong branding.

Create & foster local exchange: Assess, prioritize and develop new use cases as relevant to the local industrial community or based on specific local needs / establish Hub structure/ create synergies within the local ecosystem.

Enrich Catena-X ecosystem: Develop a transparent local product portfolio indicating the various use cases that are being piloted and driven / work closely with the Association to define requirements, relevant regulations and policies / bring local solutions and use cases towards the Catena-X international network / support long data chains with key focus on contributing and using data / create and manage individual Hub roadmaps to ensure alignment and transparency of different individual efforts across a global network of Hubs.

Every Hub will have its own autonomy and will function on a decentral level as an individual legal entity, however in accordance with Catena-X Association standards and guidelines.

1.3 Responsibilities of the Catena-X Association

The primary responsibility of the Catena-X Association is to ensure that every Hub is compliant with and works towards the overall Catena-X vision and purpose to foster an internationally coherent and fundamentally aligned ecosystem.

The Catena-X Association has the following key responsibilities:

Catena-X Dataspace & Network: The Catena-X Association ensures the integrity of the data space by providing and maintaining a functional, secure and sovereign reference architecture and governance framework. The Association also provides common standards and conformity assessments such that Catena-X technologies, components, and processes are developed and operated according to uniform rules.

Orchestrate Hubs and alignment with the Catena-X vision: The Catena-X Association will contribute to the Hub vision by supporting and providing guidance and feedback to the Hub on a regular basis through the Internationalization Committee.

Assist in Hub communications: Furthermore, the Catena-X Association will provide support in external communication activities e.g. through providing the rights to the Catena-X logo and brand name, basic communication and marketing templates as well as Hub training material. Internally, the Catena-X Association will also openly communicate the formation of new Hubs to its members and invite current Association members to actively participate in the Hub.

1.4 Overarching Operational Framework

The following sections outline the interplay between the Hub and the Association regarding the Hub founding and overarching membership framework.

1.4.1 Founding & Membership

Each Hub must be founded as non-profit organization or similar legal structure in its region that constitutes a legal entity separate from the Association. The existence of a legal entity (ref. chap. 3.1) is mandatory for the Association to enter into a business relationship with the Hub. The specific type of legal entity depends on regional regulations and jurisdiction (i.e. political, market or industry related). A Memorandum of Understanding (MoU) therefore serves to bridge the relationship

between the Hub Core Team (ref. chap. 3.1) and the Association during the creation of a Hub / until the official signing of the Hub contract.

Any founding processes, administrative and managerial work to get the Hub started and running would need to be managed by local resources (e.g., experienced and senior staff / founding members of Hub Core Team).

Similar to the Catena-X Association, a Hub is responsible for its own funding, which also be mostly if not exclusively based on membership fees. There is no expectation at present that Hubs would be funded by the Catena-X Association. Therefore, the Catena-X Association takes no responsibility for direct financial support nor funding of Hubs but does provide legal and financial advice (where needed and where it can be provided within reason). Equally so, Hubs are also not responsible for funding the Catena-X Association and do not pay a membership fee or similar to the Catena-X Association.

Note: For legal or financial advice, the Catena-X Association may decide to charge a nominal fee to the Hub, but such cross-charging will need to be discussed, agreed and standardized for all Hubs prior to their inception. Hubs do not have to leverage legal or financial advice from the Catena-X Association if they can receive such advice at a local level and are adequately covered.

Membership structures and membership fees should be proposed by the Hub Core Team and the Hub governance. Hub only members are allowed to participate in all Hub organized meetings, working groups and exchange formats following the Hub governance. However, a Hub only member cannot participate in Catena-X Association activities without a regular Catena-X Association membership. Hub members may choose to be members of the Catena-X Association too, but there is no obligation to be a member of the Catena-X Association if a company only wants to participate at a regional/local level. Therefore, in general, fee payment is required only once, however, an additional Catena-X Association membership is possible. The Hub Core Team members are required to be members of the Catena-X Association and therefore must pay the Catena-X Association membership fee. The Catena-X Association proposes that the Hub Core Team should not be required to pay additional Hub fees, however, the Catena-X Association is not responsible for making this decision.

The Hub membership framework should follow the Association bylaws (i.e. Ordinary Association members and Silent members) and the annual membership fee could be levied based on the revenue of the last financial year that a member achieves worldwide together with its affiliated companies. However, the membership framework and fee structure should be reviewed together with the Catena-X Association to ensure that local organizational and industry structures are considered and suitable. Attractive membership and fee structures are to be defined to allow for a variety of companies and individuals to join.

1.4.2 Collaboration & Exchange

The Catena-X Association commits to support and interact with all regional Hubs on a regular basis and to be as transparent and open about its work, roadmaps and operating model plans/changes with Hubs as it is with any of its members.



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Likewise, each Hub must work in close collaboration with the Catena-X Association to build on the Catena-X principles, avoid duplication of work and fragmentation of use cases or discussion on standards. The Catena-X Association and local Hubs must align on a regular basis to exchange updates e.g. on individual Hub roadmaps, regional requirements and activities. This exchange is coordinated by the Internationalization Committee of the Catena-X Association.

The Internationalization Committee is the working muscle and operative force behind the internationalization of the Catena-X network. With the mandate from the Catena-X Executive Board, its primary task is the global expansion of Catena-X as well as the initiation and set up of new Hubs. The Committee is directed by the Vice President and Global Lead for Internationalization (so-called 'Power Couple') who are responsible for providing overarching strategic direction and guidance. Additionally, the Committees' ordinary activities are led by the Internationalization Committee Lead and Co-Lead. They are responsible for the overall smooth functioning and operationalization of the Committee and internationalization activities, including the selection of new regions/countries for Catena-X market entry (ref. chap. 4.1).

Each region represented in the Committee is supported by a Catena-X Board Sponsor who provides strategic direction, overarching guidance and support for the respective region. Furthermore, each region is represented by a Business Development Manager (BDM) with the support of a workbench that includes individuals from the respective region, that have the required regional expertise and are well-connected in the local ecosystem.

The Committee meets on a bi-weekly basis and serves as a liaison between the Catena-X Association and the local Hubs. It is the central point of exchange for updates from the Association, the internationalization strategy and regional activities. Its main responsibility is to develop the internationalization roadmap and to support the regional Business Development Managers in the creation of market entry strategies. The Internationalization Committee is additionally responsible to ensure that new international members and new Hubs are well connected and embedded in the overall Catena-X structure. Once a Hub is operational, the Internationalization Committee ensures that the Hub's activities are compliant and aligned with the Catena-X vision. For this purpose, strategic roadmaps of the Hubs are presented and confirmed within the Committee. This guarantees a seamless flow of information between the Hub and the Association's operational level.

Similarly, Catena-X Hubs should be in regular exchange with each other in order to ensure international alignment regarding their activities, the definition of common requirements and the identification of regulatory hurdles in relation to Catena-X use cases and solutions. Hubs are also expected to provide direct market feedback and to facilitate discussions between local Hub members and the Catena-X Association.

1.4.3 Regulations & Standards

In general, a local Hub can be founded in any country. There are no restrictions, no countries excluded (currently except for Russia and Belarus).

Standards that are adopted and signed off by the Catena-X Association need to be adopted and published at local / Hub level. Hubs cannot 'opt out' of Catena-X standards. They can only choose to

evolve standards with add-ins or further use cases related to a given standard. Regular updates between the Catena-X Association and local Hubs are to ensure that there is no controversy between regional and global standards that are under development at the Catena-X Association level. The Internationalization Committee directly reports to the Catena-X Association to prevent, uncover and solve such controversies.

2. HUB MEMBERS & MEMBERSHIP BENEFITS

2.1 Hub Members

The Catena-X network welcomes all companies and stakeholders within the global automotive supply chain that believe in synergies and performance gains through continuous data chains and the exchange of information along the value creation process from source to sink.

Therefore, any organization or company that is a direct or indirect player in the automotive industry and has a vested interest in enabling and optimizing data exchange along the automotive value chain can become a member of a local Hub. As such, they can put forward expertise and resources to actively engage in new or existing use cases and to drive new standards with industry peers. Hub members can be automotive or cross-industry companies, associations, and institutes with mutual interests in the local Hub and Catena-X Network.

2.2 Membership Benefits

A local Hub can only flourish and deliver full impact if its members support the Hub purpose and actively participate in contributing towards data exchange, injecting new data into Catena-X, leveraging existing use cases and developing new ones.

Catena-X Hub members experience a range of benefits such as:

- Easy and trusted access to a secure network-driven industrialized data ecosystem (i.e. standardized data and information flows along the entire automotive value chain)
- Improved synergies within the local ecosystem through frequent exchange formats and touchpoints
- Easy collaboration and early access to use cases across the local and global value chain enables first-hand knowledge for new business concepts (i.e., active use-case driven participation)
- Quicker innovations through pre-defined infrastructures which lead to lower development costs and reduced process complexity
- Early access to knowledge and trends in the market enables local companies to realize new business potential faster
- Supported access to various sales channels through the Catena-X network (i.e., for data traders, software developers, OEMs etc.)
- Low entry barrier and easy access to enabling services, applications and data solutions through the Catena-X marketplace to initiate new use cases

Only if hub members also become members of the Catena-X Association will they have the opportunity to participate in global governance issues, including board elections and active participation in various working groups. However, Hub members who are not Catena-X Association members can still contribute to regional Catena-X activities and benefit from Hub membership-related services and offerings (e.g. onboarding).

3. HUB STRUCTURE & INSTITUTIONAL ROLES

Hubs are individual entities which have their own management structure and governance framework. The structure and institutional role model provided in this document is a proposal and is meant to serve as a guideline. Each Hub is ultimately responsible for deciding which roles and communication channels are required in its given structure.

3.1 Hub Governance Structure

As mentioned in chapter 1.4.4, the creation of a legal entity is mandatory for the Hub in order to enter into a business relationship with the Association. However, as every country/region has individual requirements, there is no uniform approach to the organizational structure and exact legal constitution of Catena-X Hubs. Generally, there are two basic scenarios for the setup of a Hub: 1.) The creation of a completely new legal/organizational entity in a specific region or country 2.) Collaboration with an existing (automotive) organization that is already established and well-connected within the specific country or region to host the Catena-X Hub and integrate it within its given structure.

The governance structure and legal constitution of a Hub is to be assessed and operationalized by the so-called 'Hub Core Team'. The Hub Core Team shall consist of representatives from key organizations/ companies in the regional automotive industry that are members of the Catena-X Association. In order to account for the core functions and responsibilities of a Hub, the Core Team should follow a definite role model (ref. chap. 3.3.).

Note: In early phases of local Catena-X internationalization activities, the regional BDM may receive active support from a 'Local Ambassador', who serves as the primary liaison between the potential local Catena-X community and the respective BDM. The Local Ambassador could be a member of an existing automotive organization/ association in the country or region, who has local expertise and is well connected in the ecosystem. S/he plays a fundamental role in the creation of the Hub Core Team (ref. chap. 3.1) and in developing the initial strategy and roadmap for the Hub.

3.2 Hub Core Team Composition

The Hub Core Team ensures that all central responsibilities of a Hub are covered and assigned to a dedicated individual. The following composition shall always be aimed for in order to allow for an equal representation of interests of all participants of the local automotive value chain (following the composition rules of the Catena-X Association's board):



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- a) 25% of the Hub Core Team shall represent ordinary members of the Hub who are so-called Original Equipment Manufacturers ('OEM') or vehicle manufacturers.
- b) 25% of the Hub Core Team shall represent ordinary members of the Hub who are so-called 'Suppliers'. Suppliers are companies that provide technical solutions that are incorporated in the products of the automotive industry, as long as they are not SMEs as defined below.
- c) 25% of the Hub Core Team shall represent ordinary members of the Hub that are classified as so-called small or medium-sized enterprises ('SMEs'). SMEs are enterprises that employ fewer than 250 persons and that either have an annual revenue not exceeding EUR 50 million or an annual balance sheet total not exceeding EUR 43 million (ref. EU Recommendation 2003/361/EC).
- d) 25% of the Hub Core Team shall represent ordinary members of the Hub who are so-called 'Outfitters'. Outfitters are companies that provide solutions for overarching functions within companies (e.g., IT, functions, networks, infrastructure, production/manufacturing) that are used in the automotive industry but not in their products.

To further ensure the alignment of the Hub's activities with the Association's vision, goals and developments, each member of the Hub Core Team (as active members of the Association) are encouraged to actively participate in working groups of the Association.

3.3 Institutional Roles within a Hub

Generally, each regional Hub must conform to a governance and role model. While all roles are not mandatory in the beginning, as a Hub progresses and grows in size, the following roles are proposed to ensure smooth operation.

The following role model proposal is especially suitable and recommended for the creation of a completely new legal entity (chap. 3.1, scenario 1). In the case of scenario 2, the proposed roles can be adapted or replaced in accordance to the inherent logic of already existing organizational structure.

In the course of such individualization, the following functionalities and responsibilities must still be carefully mapped to conform to the proposed role model. This is to comply to and benefit from well-established executional and administrative systematics and infrastructure.

CEO (i.e. President of local Hub)

- **General overview & skill set:** The CEO is the overall representative of a Hub and is responsible for orchestrating its success-journey. S/he owns the executive connection to the Catena-X Association. The CEO concentrates on internal processes for successful internal operations and customer involvement. S/he is also well-connected in local business and the automotive industry. The role also requires connections in the local political environment for funding and/or legislative purposes.
- **Responsibilities and tasks:** The CEO holds and maintains the local strategy and its transformation into a vision. S/he interfaces with the Catena-X Association, clearly representing the local needs and requirements. The CEO has also the right to define Co-CEOs to distribute the workload, if necessary.

Finance/CFO

- **General overview & skill set:** The CFO defines and manages the local Hub funding as well as controlling functions.
- **Responsibilities and tasks:** Overall governance of financing, spending and governance control of the treasury. The CFO also is the central point of all KPI gathering and reporting into the Catena-X Association.

Communications Manager

- **General overview & skill set:** The communication manager creates and manages the overall local communication plan. This includes the social media coverage, web presence and event management.
- **Responsibilities and tasks:** Overall media presence including regular articles and updates to the press. S/he is responsible to ensure that the marketing and communication content is up to date and represents local cultural aspects (e.g. language). Further tasks include the management of fairs and events in terms of participation, coordination, and financing aspects. Additionally, s/he is responsible for coordinating with the Catena-X Association on local events, in particular speaking on behalf of the Association.

Central Information Officer (CIO)

- **General overview & skill set:** Determine, secure and manage the local IT infrastructure.
- **Responsibilities and tasks:** Overall management and adoption of IT standards in the Hub. This includes data integration and coordination with legal & data regulation management. Also has overall responsibility for local data security, sovereignty and protection.

Local Portfolio Manager

- **General overview & skill set:** The Local Portfolio Manager is accountable for managing the local portfolio which includes guiding Hub members towards active participation in existing use cases as well as the development of local solutions to supplement the Catena-X network. The role of the Portfolio Manager requires a strong background in project management, expert-level understanding of the local ecosystem and a strong network.
- **Responsibilities and tasks:** Ensure the active participation of members in the development of use cases and solutions (both new local and proposed from Catena-X Association). Represent the needs of the Hub internally and towards the Catena-X Association.

Use Case Member

- **General overview & skill set:** Individuals actively involved in the development of use cases and solutions (in alignment with the Local Portfolio Manager).
- **Responsibilities and tasks:** Utilize local business knowledge and experience to support team development of use cases.



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Stakeholder Manager

- **General overview & skill set:** Overall accountability for the acquisition and management of Hub members. This includes local business and government relationships. The Role of the stakeholder Manager requires expert level experience in marketing, communication and sales.
- **Responsibilities and tasks:** Develop and execute a strategy for building and maintaining the local Catena-X network. Ensure the involvement of local key players in the Hub and identify needs and requirements for the expansion of the Catena-X network.

Legal Topics Owner

- **General overview & skill set:** Overall responsible for the legal operating framework of a Hub including the correct implementation of local data compliance regulations. The Legal Topics Owner must avoid negative implications regarding the competitive environment as well as non-compliance with local governance models.
- **Responsibilities and tasks:** Overall accountability for local jurisdiction. Supports CIO role for data ownership, intellectual property (IP) governance and establishing the basics for legally compliant cooperation among local Hub members. Responsible to approach the Catena-X Association for support on legal matters if required.

Furthermore, individual Hub management team members (as described above) may regularly align with their functional counterpart in the Catena-X Association leadership team to exchange updates and inform about the Hub activities.

4. APPROACH FOR INTERNATIONAL COLLABORATION (HUB FOUNDATION)

4.1 Step by Step Approach to Founding a Hub

The process of successfully founding and operationalizing a local Hub is described below in a series of phases. The Internationalization Committee of the Catena-X Association and the respective regional BDM will jointly support the Local Ambassador (if existing) and the Hub Core Team in the creation of the local Hub.

Generally, the required time to create a local Catena-X Hub differs according to cultural, political, technical and legal circumstances in the specific region or country.

- During **Phase 0 'Development of annual Internationalization Roadmap'**, the main goal is to define the overarching internationalization strategy and annual roadmap for the activities of the Internationalization Committee. This includes the identification of new countries/regions for Catena-X market entry (based on the Catena-X Internationalization *Success Factors*) as well as annual resource management. These activities are carried out by the Internationalization Committee on an annual basis.
- In **Phase 1 'Development of a strategic approach'**, the overall strategy for a specific region or country is evaluated and developed, including the analysis of key stakeholders, regional requirements and a preliminary framework for potential collaboration.
- In **Phases 2 and 3 'Refinement and Testing of Collaboration Framework & set up of Hub Core Team'**, the developed approach is further refined and tested. Moreover, the Hub governance structure is defined and the Hub Core Team is set up to enable the identification of relevant local use cases and to carry out PoCs.
- In **Phase 4 'Official Collaboration'**, the Hub is officially founded through the signing of the Hub contract. The key activities include the promotion of Catena-X as well as the acquisition and onboarding of Hub members.
- In **Phase 5 'Operationalization'**, the Hub becomes operational, serving as a local embassy and representing Catena-X regionally. The Hub must enable the active participation of local companies and stakeholders in the development of use cases, local solutions and applications.

The various phases, key activities and milestones are described below in more detail. This framework covers the most important aspects of starting a collaboration. However, due to individual regional needs and requirements, it may be adapted accordingly.



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Table 1: Step by step approach to founding a Hub

Phase	Milestone	Lead /Support	Deliverables
0. Development of annual Internationalization Roadmap (Int. Com. Internal)	Internationalization Roadmap is updated on an annual basis and aligned with the Catena-X Board	Int. Com. Lead-Team and regional BDMS	<ul style="list-style-type: none"> Rough analysis of the regions/markets: quick assessment of Catena-X Success Factors Clustering of countries to specific region & refinement of annual requirements Alignment of internationalization strategy & overall regional approach (resource & work stream planning)
1. Development of a strategic approach	Develop a market entry strategy including a strategic approach of the region or country and align with the Catena-X-Board Sponsor	Regional BDM (Board Sponsor)	<ul style="list-style-type: none"> SWOT Analysis for the collaboration with the region or country Identification of local heroes (i.e. expert group*) and key stakeholders (institutions, associations, companies) Identification & nomination of a Regional Ambassador Define a Hub collaboration framework and initiate the setup of a legal entity if required Identify region-specific legal requirements and sign necessary legal documents (i.e. NDA and MoU)
2. Refinement of Collaboration Framework & set up of Hub Core Team	Develop and integrate of an operating model and governance structure	Regional Ambassador (Regional BDM)	<ul style="list-style-type: none"> Decision on Hub Collaboration Framework Identification of focus topics and relevant local use cases Promotion of Catena-X in the regional ecosystem (events, conferences etc.) Set up of Hub Core Team consisting of local key players and definition of roles and responsibilities Definition of a regional roadmap with clear milestones (events, business trips, signing of further legal documents, ...)
3. Testing of Collaboration Framework	Enablement of region or country for the implementation of Catena-X	Hub Core Team, Regional Ambassador (Regional BDM)	<ul style="list-style-type: none"> Continue to promote Catena-X and broaden the understanding of Catena-X functionalities (e.g. use case deep-dive sessions) Development of model for testing the Collaboration (e.g. definition of PoC) Active testing of collaboration: e.g. Implementation of PoC Adapt onboarding approach and training concept to meet regional requirements
4. Official Collaboration	<ul style="list-style-type: none"> Founding of the Hub Acquisition of Hub members 	Hub Core Team, Regional Ambassador (Regional BDM)	<ul style="list-style-type: none"> Approval of Hub contract by Catena-X Board Signing of the Hub contract Active promotion of Catena-X Member acquisition incl. onboarding and training of Hub Members



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5. Operationalization	Hub is fully functional and represents Catena-X locally	the local Hub	<ul style="list-style-type: none">• Continue Catena-X communication, member acquisition and onboarding• Hub gathers local requirements• Active participation in Use Cases and support the development of local solutions and applications• Enrich the Catena-X Ecosystem with new use cases from the local environment
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*** Expert Group for Internationalization:** A specific type of Catena-X expert group initiated by the Internationalization Committee to develop the basis for Catena-X market entry in a specific region or country (e.g. key players, potential Hub Core Team members, Hub governance structure, regional adoption and deployment concepts). Adding to their broad knowledge of the local automotive industry, its members will be actively supported in gaining general understanding of the Catena-X network and technology by the Internationalization Committee. The duration of the expert group is determined in accordance to the individual local conditions and circumstances.

APPENDIX

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List of Abbreviations

BDM	<i>Business Development Manager</i>
CEO	<i>Chief Executive Officer</i>
CFO	<i>Chief Financial Officer</i>
CIO	<i>Chief Information Officer</i>
e.g.	<i>exempli gratia</i>
e.V.	<i>eingetragener Verein</i>
i.e.	<i>id est</i>
P	<i>Intellectual Property</i>
IT	<i>Information Technology</i>
MoU	<i>Memorandum of Understanding</i>
OEM	<i>Original Equipment Manufacturer</i>
PoC	<i>Prove of Concept</i>
SME	<i>Small or Medium Enterprise</i>

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