

# ALFRED

Personal Interactive Assistant for Independent Living and Active Ageing



## WP2 – Concept, Requirements & Specification

### Market and Applicability Watch Report

Deliverable Lead: IESE

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This third version of the Market and Applicability Watch Report builds on previous D2.2.1, D2.2.2 and D9.1.1, with a focus on the Lean LaunchPad Pilot initiative, and providing a further development on the Business Model Canvas, distribution channels and strategy.



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## Note

*This deliverable is subject to final acceptance by the European Commission.*

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## Project Partners

 <p>Ascora GmbH, Germany</p>	 <p>Atos Spain sau, Spain</p>
 <p>Worldline, Spain</p>	 <p>Charité - Universitätsmedizin Berlin - Department of Geriatrics, Germany</p>
 <p>Asociacion de Investigacion de la Industria Textil, Spain</p>	 <p>Technische Universität Darmstadt, Germany</p>
 <p>National Foundation for the Elderly, The Netherlands</p>	 <p>Talkamatic AB, Sweden</p>
 <p>E-Seniors, France</p>	 <p>TIE Nederland N.V., The Netherlands</p>
 <p>IESE Business School, Spain</p>	

## Executive Summary

ALFRED aims at developing and bringing into the market a new platform of applications for helping older people to live independently and healthier. To ensure a successful market launch of ALFRED, an essential focus of the project needs to be on the Market and Applicability Watch, along with the Exploitation and Business Plan.

The Market and Applicability Watch is a continuous task of the Project, covering the whole duration of it. This is the third deliverable of the Market and Applicability Watch from a total of 4 (project months 6, 12, 24, 36).

In the previous deliverables, a mapping of keywords, a glossary of concepts, an analysis of similar projects, products and services, a technology watch and a comprehensive market analysis were performed. In this deliverable, details on the Business Model Canvas are provided, early customers identified and a roadmap is presented.

The information provided in this deliverable helps detailing and being specific about how ALFRED will address the market and what will be the entry market, early adopters and distribution channels.

Being an area undergoing developments and changes very quickly, updating this information along the project is a requirement, and will be provided in the subsequent deliverables.

By doing so, it will be ensured that by the end of the project, ALFRED applications can be successfully launched into the market while being profitable and thereby contributing to strengthening Europe's industry.

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# 1 Introduction

ALFRED – Personal Interactive Assistant for Independent Living and Active Ageing – is a project funded by the Seventh Framework Programme of the European Commission under Grant Agreement No. 611218. It will allow older people to live longer at their own homes with the possibility to act independently and to actively participate in society by providing the technological foundation for an ecosystem consisting of four pillars:

- **User-Driven Interaction Assistant** to allow older people to talk to ALFRED and to ask questions or define commands in order to solve day-to-day problems.
- **Personalized Social Inclusion** by suggesting social events to older people, taking into account their interests and their social environment.
- A more **Effective & Personalized Care** by allowing medical staff and caretakers to access the vital signs of older people monitored by (wearable) sensors.
- **Physical & Cognitive Impairments Prevention** by way of serious games that help the users to maintain and possibly even improve their physical and cognitive capabilities.

Within this deliverable, the overall project vision in terms of its general positioning, the project's business opportunities and its scientific and technological objectives will be revealed. To this end, a story will be utilized to demonstrate various use cases where different user groups can benefit; the logical structure of the ALFRED project will be described; the theoretical structure of the ALFRED framework will be described, which will be the basis for the ALFRED application, as well as for the ALFREDO marketplace.

## 1.1 ALFRED Project Overview

One of the main problems of western societies is the increasing isolation of older people, who do not actively participate in society either because of missing social interactions or because of age-related impairments (physical or cognitive). The outcomes of the ALFRED project will help to overcome this problem with an interactive virtual butler (a smartphone application also called ALFRED) for older people, which is fully voice controlled.

The ALFRED project is wrapped around the following main objectives:

- To empower older people to live independently for longer by delivering a virtual butler with seamless support for tasks in and outside the home. This virtual butler (the ALFRED app) aims for a very high end-user acceptance by using a fully voice controlled and non-technical user interface.
- To prevent age-related physical and cognitive impairments with the help of personalized serious games.
- To foster active participation in society for the ageing population by suggesting and managing events and social contacts.
- And finally, to improve caring by offering direct access to vital signs for carers and other medical staff as well as alerting in case of emergencies. The data is collected by unobtrusive wearable sensors monitoring the vital signs of ALFRED's users.

To achieve its goals, the project ALFRED conducts original research from a user centred perspective and applies technologies from the fields of Ubiquitous Computing, Big Data,

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Serious Gaming, the Semantic Web, Cyber Physical Systems, the Internet of Things, the Internet of Services, and Human-Computer Interaction. For more information, please refer to the project website at <http://www.alfred.eu>.

## 1.2 Deliverable Purpose, Scope and Context

The purpose of this deliverable is to give an update on the previous D2.2.1 and D2.2.2:

- Guide the progress of the project according to the identified business opportunities and technology trends;
- Identify main key players, customers and users;
- Present the Business Model Canvas revised.

## 1.3 Document Status and Target Audience

This document is listed in the Description-of-Work (DoW) as “public”, as it provides a Market and Applicability information for ALFRED and the area of independent living and mHealth. It can therefore be used by external parties in order to understand the market space on ICT technologies for independent living of elderly people.

While the document mainly aims at the project’s contributing partners, this public deliverable can also be useful for the wider scientific and industrial community. This includes other publicly funded research and development projects, which may be interested in collaboration activities. The current document is a living document and will be updated biannually.

## 1.4 Document Structure

This deliverable is broken down into the following chapter:

- Chapter 1 provides an introduction for this deliverable including a general overview of the project, and outlines the purpose, scope, context, status, and target audience of this deliverable.
- Chapter 2 introduces LeanLaunchPilot initiative main conclusions.
- Chapter 3: mHealth market – focus on nursing homes.
- Chapter 4: Action plan and Road map

## 2 Lean LaunchPad Pilot Initiative

The Lean LaunchPilot (LLP) is an EC pilot initiative tailored around innovators, start-ups and SMEs in the ICT domain. It aims to adapt to the EU context hands-on training based on the Lean LaunchPad methodology to increase the chances of a successful and fast commercialisation of research results, delivering innovative solutions, products and services, stemming from EU funded projects.

ALFRED Project Officer Ramon Sanmartín called the Consortium attention for this initiative, which was considered potentially interesting for developing further the business case for the ALFRED exploitation. After applying to the course, our project was one of the 6 selected to participate in the 1<sup>st</sup> edition of LLP.

The LLP included 3 workshops in Rome, distributed along 1 month: 16-17 June, 30 June, and 14-15 July. The main goal of LPP was to analyse the selected projects on the business side – and give appropriate teaching and mentoring, based in the Business Model Canvas framework. Finally, the training finished with a pitch to a group of investors for their feedback. As suggested by the organization, one member of the Ascora team, as technology expert (Michael Krummen) and one member of the IESE team, as business expert (Marta Ribeiro - first 2 workshops – Esther Vizcaino - the final session) attended the course.

The course had a strong focus in brainstorming, deconstruct, rebuild and discuss the business model canvas, through several iterations. Below, the initial and the final version of the BMC and the Lean BMC can be found.

In **Annex I and II** the brochure and the handbook of the LLP can be found (please consider that the final agendas of the workshop differed significantly from the ones outlined in this document).

### 1<sup>st</sup> and 2<sup>nd</sup> Workshop – 16<sup>th</sup> - 17<sup>th</sup>, 30<sup>th</sup> June

Through lectures and hands-on sessions, several challenges were identified for the successful exploitation of new products/services. Table 1 outlines the main issues/challenges/suggestions, as well as how the consortium is or proposes to address them. Finally, the revised BMC is the end product of the first two workshops.

Table 1: Business Challenges Identified and How to Address Them in ALFRED

Challenge/Suggestion	How are/will we address it in ALFRED	Business Area / BMC sector
Having a minimum viable product – to test the market and validate the product	3 pilots in 3 different EU countries with unfinished/partial versions of ALFRED	Validation of the product
Ask customers, understand them	Performed in the user requirements – focus groups and in the 3 pilots. Pending to develop a complete analysis of nursing homes	Customer relationships
Define early adopters – by country – within the country – who can be the early adopters	From the ALFRED partner countries (SP, DE, FR, NE, SW) choose one country and 1 city within the country	Customer segments
Suggested strategy: start with 1	Will do it in ALFRED	Lean BMC – customer

country, 1 city   Germany, France, Netherlands		segments
Instead of trying to embrace everything, focus on the early adopters and in one of the customer segments	Addressed in Lean BMC	Lean BMC – customer segments
Distinguish customer/user from the Payer	Well described in previous deliverables. The user is the older person, carer (formal and informal), payers can vary but will most likely be insurance, government bodies, nursing homes	Customer segments
Develop a 6-12-18 months plan	First ideas presented in 9.1.1, further plan to present in 9.1.2	Exploitation plan
Know the market trends on the macro side – also local market peculiarities	Reported in D.2.2. Market analysis of nursing homes presented below	Market analysis
Analyse the product risk – customer risk – market risk	These risks are analysed in previous 2.2 deliverables, namely with the competitors analysis	Exploitation plan
Rule of thumb: ≥10x: faster and/or better and/or cheaper than existing product/service	ALFRED joins 4 main services in one simple app, still to prove the customer acceptability	Value proposition
ALFRED, with all its features, may appear as too complicated for the customer. Better to focus in one of the services and present the other as additional features	Addressed in Lean BMC	Lean BMC
Angle: Approach the customers through the Events Manager service of ALFRED	Addressed in Lean BMC	Lean BMC
Partnerships are key: link with Stakeholders around the community center and healthcare insurances	Contacts with stakeholders will be made	Key partners
Customers acquisition channels for customers: inbound and outbound	Using the community center and nursing homes as entry market	Customer segments/ cost structure
Consider the customer acquisition costs	Starting by the community center and nursing homes considers this point	Cost structure
Pricing vs Revenue model	While the revenue model is clear, the pricing still need to be developed	Revenue streams / Cost structure
Buying process: the one who feels the bigger problem is the one more willing to pay	Reported in D2.2.1 and D.2.2	Customer segments
Identify stakeholders who offer paid solutions for older people	To be developed	Customer segments / channels

**3<sup>rd</sup> Workshop – 14<sup>th</sup> and 15<sup>th</sup> July**

In the 3<sup>rd</sup> and final workshop, projects were pitched to a group of potential investors/experts in the field, to get their feedback. The pitch was prepared based on instructions from the organizers. In brief, it was suggested that the pitch should include: an attention-grabbing first line; a description of the product/service and its market; the benefits of using the proposed solution; a description of the people behind the proposed solution; and a call to action. The pitch exercise prepared can be found in Annex III. The board of experts was composed by: Francesca Natali (Fund manager at ZernikeMeta Ventures, Italy), Roberto Magnifico (Fund manager of LVentures, Italy), Giulio Montoli (Acceleration manager Enlabs, Italy) and Nina Mazgan (Fund manager META Ingenium, Slovenia).

In general the comments for all the teams were that investors look for a strong team, technology, market, and a product/service that can be scaled up to other countries/regions.

Experts showed an interest to see the specific results of the project: software or apps, even if in minimum viable product version. The presentation was more focused on the idea and experts said that ALFRED is in a very early stage to catch interest from investors. On the other side, they said that we have a very clear picture of the market, which is very positive. Finally, they suggested that the clients of ALFRED would have to be more specifically defined.

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## 2.1 The Business Model Canvas and the Lean Business Model Canvas

**Figure 1** shows the BMC framework presented in D2.2.2 and that resulted from the discussion with the AB members and the partners in the Paris meeting in March 2015.

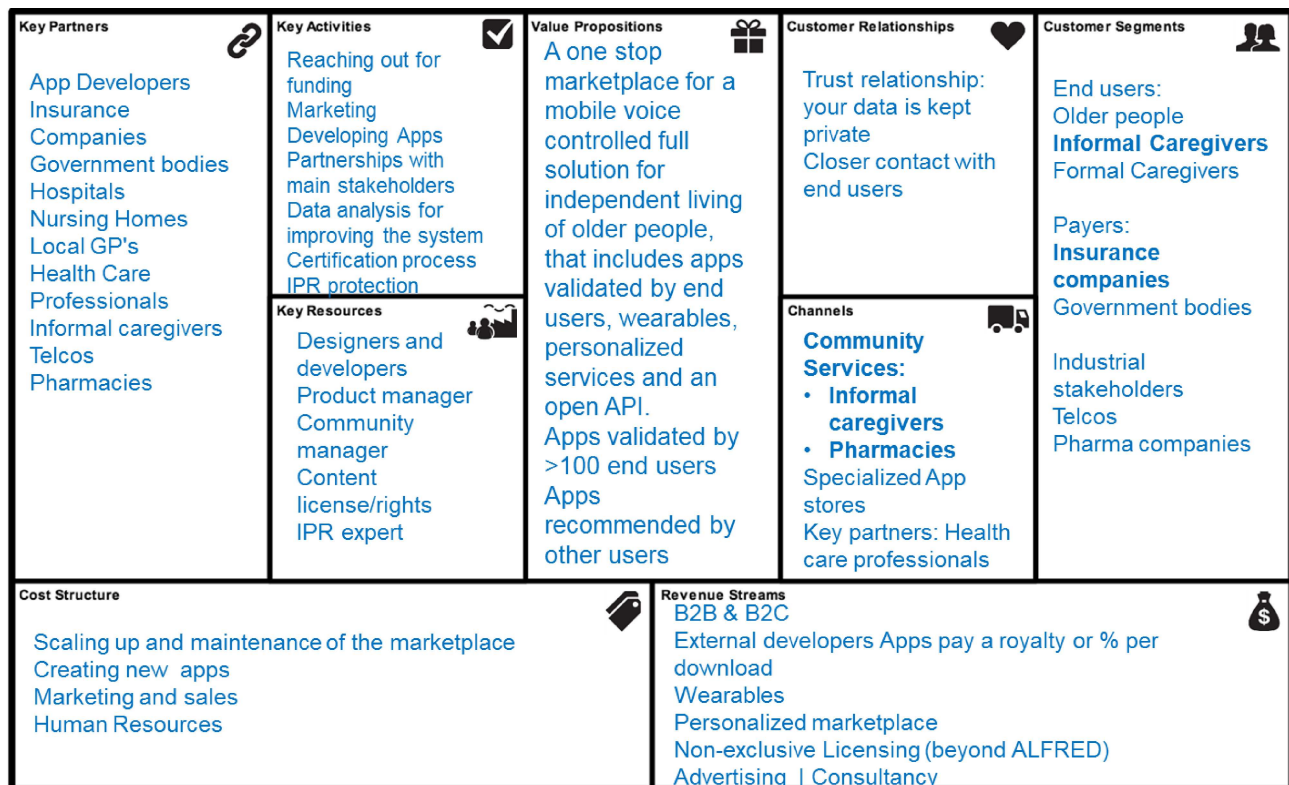


Figure 1: ALFRED Business Model Canvas (Version March 2015)

After the first two workshops, the resulting BCM (using the Lean adaptation) is presented in **Figure 2**.



## Business Model Canvas - Lean

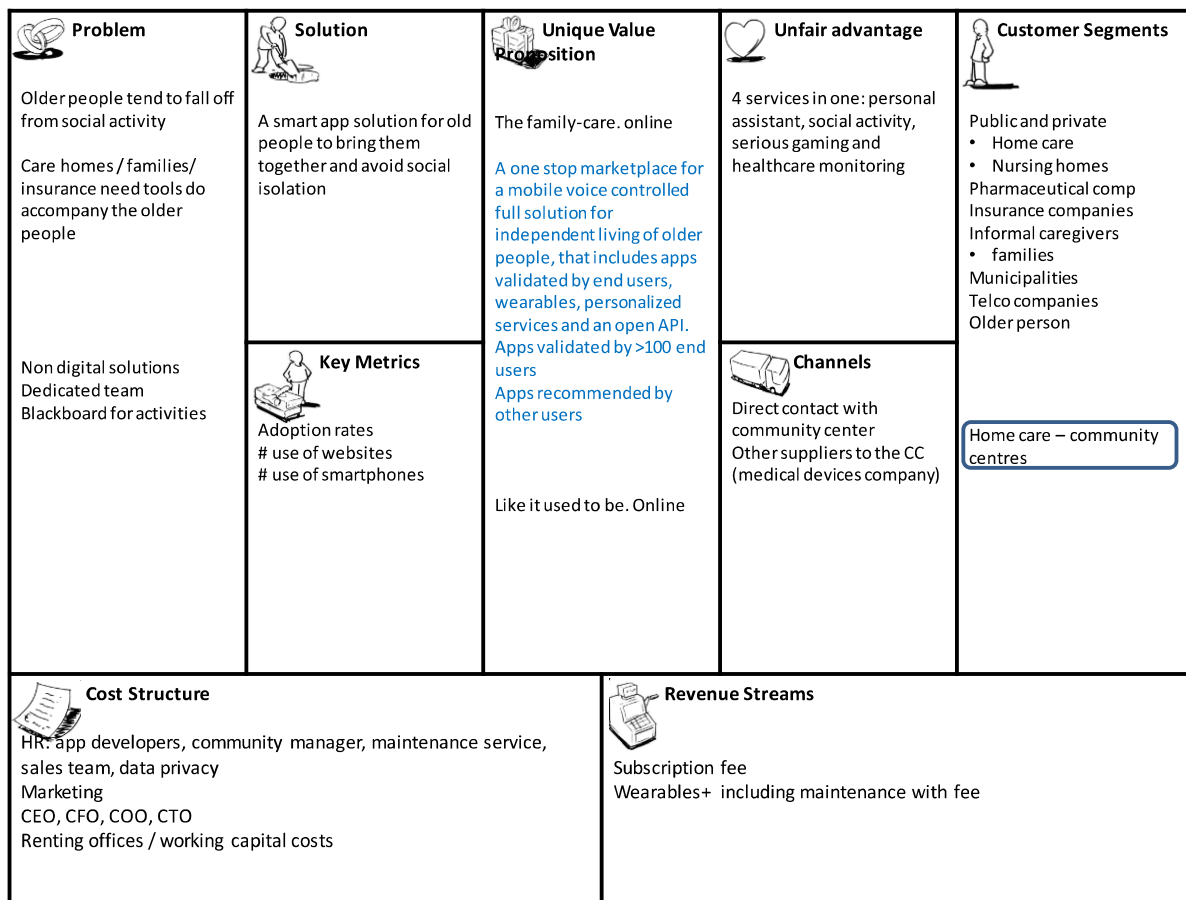

<http://www.businessmodelgeneration.com>

Figure 2: ALFRED Business Model Canvas - Lean

The following sections are devoted to discuss the BMC elements that were modified and the rationale behind.

## 2.2 Problem

ALFRED addresses several problems that older people with some degree of independence face. With its 4 pillars, ALFRED aims at providing a whole solution for daily activities – in and out of home, with a focus on improving social isolation, lack of stimulation (physical and mental) and poor healthcare control. At the LLP, it became apparent that explaining all these features may be complicated, and we were suggested to focus in one of the ALFRED services, while presenting the rest as added features. At the LLP, we identified the social isolation of elderly, even when in a nursing home, as the main problem where ALFRED could bring an added value. Also, the fact that all the days seem similar and rather monotonous could be changed with ALFRED. On the other side, booking for extra activities could be increased by the use of events manager: in that sense, the nursing home would maximize the investment made in contracting such extra activities like touristic tours and going to the Theatre. At the same time, this can keep older people busy.

## 2.3 Solution

The solution for this problem is a combination of the events manager and the serious games parts of ALFRED. The events manager can be connected to the events organized/host by the nursing home and also with the events organized by the city council/community and any association of older people. The serious games, that offer the option to play online with selected persons, can increase the social interaction, while at the same time stimulating the physical and mental capacities. In comparison with the current situation, users have the possibility of interacting more with other users from the community centre, and also to keep external contacts.

## 2.4 Customer Segments

Different customer segments have been identified in the BMC in Fig 2. It is relevant to consider that in ALFRED the most likely situation is that the user is not the customer.. Because mHealth, despite holding high promises, is still an immature market, attention has been given to the cost of attraction of new users. In ALFRED, this has a special importance, because we are targeting a population that is not naturally aware of the benefits of the mobiles and internet.

### Type of accommodation

As early adopters, we have identified nursing homes and care facilities for older people. By doing this, each contract negotiated with each care home would bring as users as the number of residents in that home reducing considerably the cost of attraction per new user. This would also be very important for a validation of ALFRED. It is clear that, when designing the project, this was not the main target of ALFRED. As explained in several deliverables of this project, ALFRED has been designing to assist older people that live at their homes and with a degree of dependency, and this remains the target of ALFRED. However, there is a set of conditions that limit the success of entering the market with home care. Often, older people do not fully acknowledge they need help, or even if they do, they do not tend to see a device as the help they would like having. In resume, we have selected nursing homes as entry market, while on medium term we wish to reach home care area and insurance companies (Figure 3).



Figure 3: ALFRED Customer Segments

The information that can be collected from using a tool as ALFRED, and its potential to understand and improve the health and care provided to older people makes it very attracting to insurance companies – big data. Our decision on the entry market for ALFRED might be better understandable with the help of Figure 4.

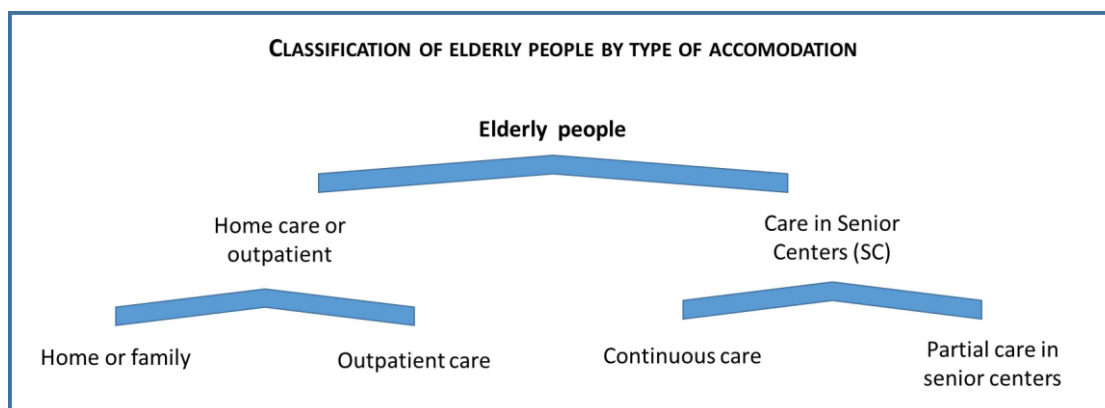


Figure 4: Elderly People by Type of Accommodation

### Geographic selection

Another important result of the LLP is the realization that getting into several countries at the same time is very challenging and implies a high cost. Therefore, we would be selecting a country – from the EU countries that are partners in ALFRED – with high potential to be early adopter and a city within that country. Factors as the wealth of the country, economic status, acceptance of technology, percentage of older people will be considered for this selection. More likely, we will be talking about France-Paris, Germany-Berlin or Netherlands-Amsterdam.

## 2.5 Channels

In the previous D2.2.2, we identified a range of distribution channels that could apply to ALFRED. These included business to business (B2B) and business to clients ((B2C). In this deliverable, and alongside the selection of nursing homes as entry market, we have selected two main distribution channels. The first is the direct contact with the nursing home. However, this might be challenging, since it requires a higher marketing investment and poses bigger barriers. Therefore, we see the partnering with other suppliers to the nursing home/community centre – as medical devices companies- as the best option. Partnering with existing suppliers would bring the possibility of offering a more complete package of products/services, which would cover a higher part of the value chain. For ALFRED, that would translate introduced entry barriers, and using the marketing machinery of a well-established company. In addition, ALFRED could be customized and adapted to the tools of the medical devices company.

These types of distribution channel have the advantage of lowering the level of economic resources committed. Thus, it is possible to reach a wider market without being physically present at all the points of sale the investment required for starting operating decreases dramatically. On the other hand, this strategy enables entering and exiting certain markets with low entry and exit barriers. This gives high flexibility to the company to reorganize its target market at bearable costs. Moreover, this distribution system offers clear organizational advantages. An intermediary based distribution system produces a very simple organizational structure, which means lower costs.

In short, this sales strategy is undoubtedly the most appropriate for a new company which does not have the necessary infrastructure for direct sales. In the field of intrusion

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detection this strategy is common for even large business that could use a direct distribution system.

An appropriate distribution strategy for medium-long term would be one which uses both channels in a complementary manner. The most appropriate type of distribution for the product is a selective distribution, since the product is addressed to a very specific set of customers.

## 2.6 Revenue Streams

In previous deliverables, some revenue streams were identified and success cases described. For the nursing homes, there are two main streams: an annual subscription fee and the selling of wearables and other additional features (e.g. personalization of the apps), including the maintenance of the service, with a fee associated.

The aim is to provide a full solution service that not only implements the solution, but takes care of any issue that might arise from its utilization and misuse. In addition, the ALFRED wearables and other added features that enhance the users experience will also be sold.

Such a revenue model is in line with the revenue streams that the providers to the nursing home have: selling of the equipment, provide the service, and selling any additional features.

Regarding pricing, it might vary considering the number of users and the customization required, and will be analysed in a case-by-case basis.

### 3 mHealth Market Update

In previous D9.1.1, market size estimation for ALFRED Users was provided (Table 2).

Table 2: Market Size Estimation for ALFRED Users

	2013	2030	2060	Source
Total population EU28 (millions)	506	518 <sup>p</sup>	523 <sup>p</sup>	Eurostat
65+ age (%)	18.2	23.9 <sup>p</sup>	28.7 <sup>p</sup>	Eurostat
65+ Living independently or with spouse (%)	85 <sup>1</sup>	90 <sup>2</sup>	95 <sup>2</sup>	EU-SILC 2010
Smartphone penetration (%)	34	88 <sup>3</sup>	100 <sup>3</sup>	Deloitte
<b>Alfred market size (millions)</b>	<b>27</b>	<b>93</b>	<b>128</b>	

<sup>p</sup> projections; <sup>1</sup> EU-SILC covers only the population in private households residential care are excluded; <sup>2</sup> assumption of constant rate; <sup>3</sup> assumptions based on de curve of diffusion of innovation of innovations

In D2.2.3, focus is given to the market of nursing homes and residencies for elderly people.

#### 3.1 Nursing Home Market

As explained above, and after several sessions of brainstorming and discussion during the LLP, it was suggested that ALFRED uses, as starting customer segments, care facilities for elder people. In this section, a market analysis of this area is provided, with data from the different countries that participate in the ALFRED project. Along the 5 countries, nearly 20% of the population has above 65 years old. In 2060, this is expected to be among 25-30%. Germany is the country where both statistics, current and forecast (2015 and Forecast 2060), are higher (Table 3<sup>1</sup>).

Table 3: Population Over 65 Years in ALFRED Partners Countries

	France	Germany	Netherlands	Spain	Sweden
<b>Population &gt; 65 years 2015</b>	18.6%	21.6%	17.1%	18.6%	19.3%
<b>Population &gt; 65 years 2060</b>	24.8%	32.3%	27.4%	30.0%	24.2%

In the same set of countries, the spending on long term care for older people is already very significant, and is expected to double by 2060 (Table 4).

Table 4: GDP Spending on Long Term Care in ALFRED Partners Countries

	France	Germany	Netherlands	Spain	Sweden
<b>% GDP LTC 2010</b>	2.16%	1.43%	3.82%	0.82%	3.88%
<b>% GDP LTC 2060</b>	4.46%	3.33%	8.42%	1.52%	6.68%

<sup>1</sup> EC Ageing Report 2014

These data show clearly that the ageing of population creates not only a social burden, but an economic burden to healthcare systems and the economy of countries. Along these countries, and due to the way their healthcare systems are organized, there is a combination of public, private, and public/private partnerships for nursing homes. Below, an outlook of their average cost per month, per country. While this is the actual cost (or an average thereof), this is unlikely the value that the user – older person will pay, due to his/her insurance system or healthcare system contributions. So, it is actual the public bodies/government that cover most of this cost. Therefore, there is a huge opportunity for a solution as ALFRED to be integrated in these houses.

Table 5: Average Price per Month of Nursing Homes in ALFRED Partners Countries

France	Germany	Netherlands	Spain	Sweden
3.923,75 €	2.768 €	5.000 €	1.830 €	4.550 €
(2012, Korian)	(2012, Korian)	(2012, Vivium Zorggroep, estimated)	(2014, Info Residencias)	(2011, Sweden Institute, estimated cost)

## 4 Action Plan

In D9.1.1 we introduced the analysis on the different ways to move forward with ALFRED. It was concluded that creating a start-up to exploit ALFRED as whole solution was considered the most interesting and promising option. In addition, the partners individually also plan to exploit different products individually. In this section, we develop further the strategy partner programme idea, and we present the roadmap for ALFRED implementation.

### 4.1 Strategy Partner Programme

ALFRED's 'start-up' must consider companies which might cooperate as partners, as fundamental external asset. This implies a mutual active and cooperative attitude and role to bring risk management in the public domain within Europe on a higher level.

ALFRED's 'start-up' should consider working with relevant reseller partners to expand their commercial network to new end user customers. In this sense a European campaign for partnership with a partner program would be launched (similar to myhealthapps).

ALFRED 'start-up' will benefit substantially of offering an attractive partner program which might provide the necessary resources and assistance to the potential partners and let them grow their business around ALFRED solution.

ALFRED will develop a Corporate Partner Program with the aim to offer potential dealers the opportunity to enjoy interesting profits and discounts selling the ALFRED solution. This formula is presented as an advantage for ALFRED, because relies on the sales expertise of external partners to achieve growth while satisfying a diverse range of customers.

One of the first advantages of this Partnership Program could be the marketing strategy done by these partners. These kind of partners will have to advertise ALFRED's solution product and services on different forums, for example introducing the company's logo in their website. In this sense, also a prominent place on ALFRED's programmes, conference and seminars, website and newsletters could be given it to these partners. This partnership should reflect the vision of an association in order to cooperate. Different types of partnership levels would be offered (Golden, Silver, and Bronze). This idea will be further developed in the subsequent deliverables.

### 4.2 Roadmap

A Roadmap detailing the main milestones and stages between 2013 and 2019 is presented in Figure 5. The main stages are:

- The current **FP7 project ALFRED**: we are developing the technological part of ALFRED, including a validation with 3 pilots. We are also carrying the market analysis and a working on the exploitation plan.
- The Validation and Optimisation stage: The 12 months following the end of the project, where the activities will be mainly fundraising, IP protection and validation and optimization. We also aim at achieving the first sale during this period. This time will be used to define the legal framework for the ALFRED company, and gather the appropriate team, which may include some of the ALFRED partners.

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- The Scale up and Portfolio extensions: Finally, after setting up the company, there is a period of 2 years (2018-2019) for scaling up, portfolio extension and entering on new markets.

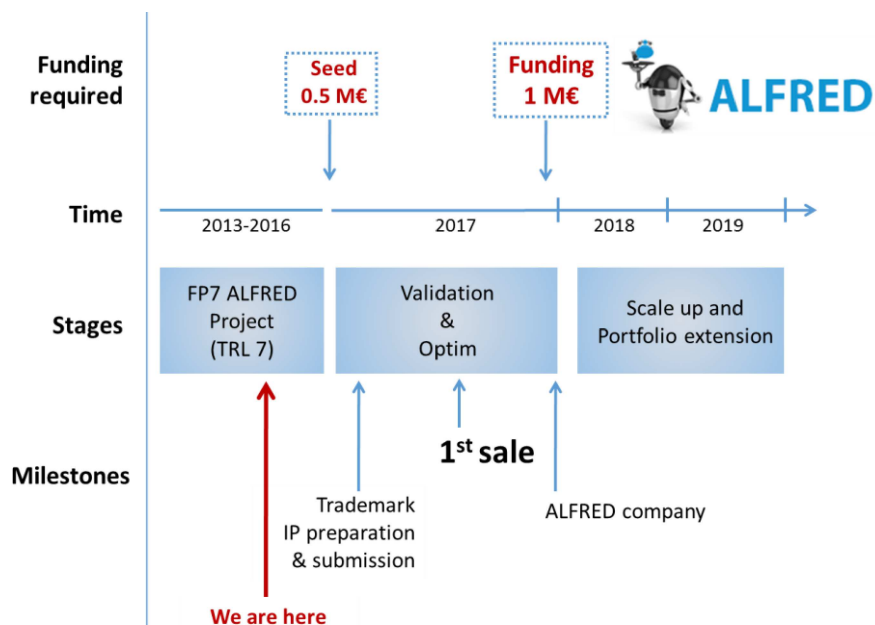


Figure 5: Roadmap of ALFRED Company



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## Annex

Annex I – LeanLaunchPad Pilot Initiative handbook

Annex II – LeanLaunchPad Pilot Initiative brochure

Annex III – ALFRED pitch exercise prepared at LLP

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# The Lean LaunchPad Pilot Initiative

Trainees handbook
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for European Start-up entrepreneurs and researchers in the ICT domain

*May 2015*

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## Executive Summary

This manual will serve you as the guidelines for following the LLP training course. It is comprised of the methodological approach and key training principles, content and topics to be covered during the training.

The present trainee handbook is covering the following sections:

- ✓ Introduction
- ✓ The Lean Startup: Key Principles
- ✓ Training principles
- ✓ Key Actors
- ✓ Training methodology
- ✓ Training material
- ✓ Program

## Introduction

*“Researchers, innovators and high-tech start-ups in the ICT fields need to acquire skills, knowledge and competencies for a smoother commercialization of their ideas, taking them from bench to market!”*

The **Lean LaunchPad Pilot (LLP)** is a European Commission pilot initiative tailored around innovators, start-ups and SMEs in the ICT domain. It aims to adapt to the European Union (hereinafter EU) context hands-on training based on the Lean LaunchPad methodology to increase the chances of a successful commercialisation of new products and services.

The LLP makes available hands-on training and coaching that allow participants to validate their business/exploitation hypotheses together with their prospective clients and in real market conditions by:

- Experimentation rather than self-referral planning;
- Iterative development through co-creation rather than conventional linear processes;
- Customer feedback rather than desk assumptions.

The key targets of LLP are teams in the ICT sector. Beneficiaries (entrepreneurs from start-ups and high-tech SMEs and researchers in the ICT domain) come from the following targeted areas:

- Open Disruptive Innovation topic of the SMEs Instrument;
- Future and Emerging Technologies "Open" as well as "Proactive";
- eHealth and Active&Healthy Ageing.

The result of LLP Pilot is a customised tested training approach adapted for the European environment. The teams will develop their exploitable results to become market entry ready.

## The Lean Startup: Key Principles

Rather than engaging in months of planning and research, Start-ups, high-tech SMEs and researchers accept that all they have on day one is a series of



untested hypotheses—basically, good guesses. The foundation of the Lean Startup is evidence-based entrepreneurship. Instead of creating an intricate business plan, founders summarize their hypotheses in a framework called a Business Model Canvas in order to come to a valid exploitation strategy.

Lean Start-ups, high-tech SMEs and researchers use a “get out of the building” approach called Customer Development to test their hypotheses and collect evidence about whether they are true or false. They go out and ask potential users, purchasers, and partners for feedback on all elements of the business model, including product features, pricing, distribution channels, and affordable customer acquisition strategies. The emphasis is on nimbleness and speed; new ventures rapidly assemble minimum viable products (MVPs) and immediately elicit customer feedback. Then, using customers’ input to revise their assumptions, Lean Startups start the cycle over again, testing redesigned offerings and making further small adjustments (iterations) or more substantive ones (pivots) to ideas that aren’t working.

Lean Startups practice something called agile development, which originated in the software industry. Agile development works hand-in-hand with Customer Development. Unlike typical yearlong product development cycles that presuppose knowledge of customers’ problems and product needs, agile development eliminates wasted time and resources by developing the product iteratively and incrementally. It’s the process by which startups create the minimum viable products they test.



## Business coaches

Each of the team will have a dedicated business coach, whose role will be to follow the participant's development and support them on a weekly basis. Business coach working with the team can be the same of the one the team is already working with, if any. If the team doesn't have yet its own appointed Business Coach, a coach will be appointed to them from a pre-selected list of coaches. Such business coach will be selected in collaboration with the team in order to secure trust and compatibility between the team and the coach.

Each coach will have the responsibility to double-check the progress with the team and check the following subjects via a Skype/phone call with the team members:

- ✓ Review the tasks and work done
- ✓ Discuss challenges the team came across
- ✓ Prepare plans for the next week

## Training principles and methodology

The class is run using a “flipped classroom.” Instead of lecturing about the basics inside classes, the teaching trainer assigns the core lectures as homework. The programme is based on a structure of physical meetings (workshops) and remote activities. Teams will be working on their own in-between the 3 physical meetings (workshops), with the support of their business coaches.

Each of the three workshops includes the following information and sections:

- Purpose of the Workshop
- Key Outcomes
- Activities during the workshop
- Program
- Next steps

After each of the workshops, participants will work from “home”. Workshops will be introduced by readings, videos, exercises and cases studies. To ensure teams’ smooth progress and address challenges they will come across, dedicated business coaches will be contacting and following them regularly. During the trainings a key activity will be to update and review the teams business/exploitation model using the Business model Canvas. Each week the teams will be working on their business model canvases, covering different segments of the Business Model Canvas. Teams will use customer development approach to test that specific part of the business model. Every week, the teams update their Canvas to reflect any pivots or iterations, highlighting the changes from the last week. Then, after the team agrees to the business model changes, they integrate them into what becomes the new Canvas for the week. Together with the business coach they will review their canvas, discuss challenges and prepare plans for the following week.

By the end of the programme, teams will have at least four Canvases. First one at the application stage, second iteration after the first workshop, third iteration after the second workshop and last one at the final stage of the training. When viewed one after another, they show something never captured before: *the entrepreneurial process in motion*.

At each physical meeting the teams will have the opportunity to check their business model canvas iterations also within the class and get teachers feedback.

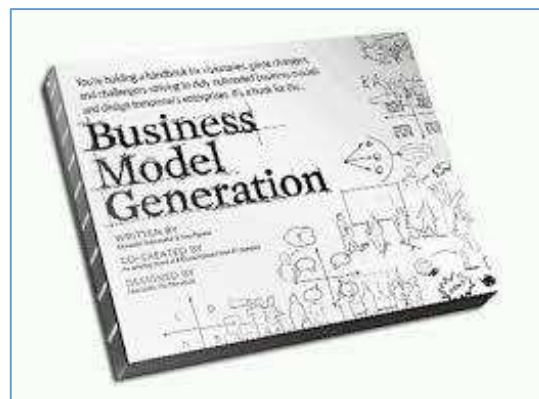
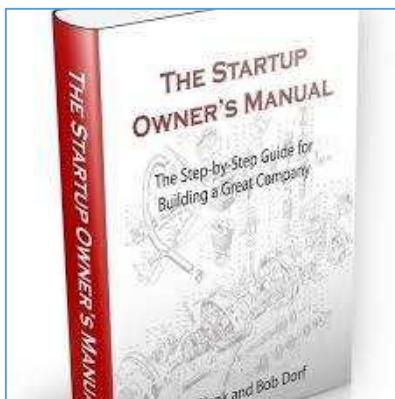
## Training material

The implementation of the pilot training courses is based on official training material used within the original LLP, customised for the European environment.

In particular participants, before getting together in the class will be asked to purchase (if you prefer to keep) or borrow the following two books:

- 1) Startup Owner's Manual: Blank & Dorf
- 2) Business Model Generation: Osterwalder, et al

All the other materials (online readings, videos, slides) will be provided to the participants before each workshop via dedicated web platform.



## Platform

An ad-hoc web infrastructure has been developed in order to facilitate coaching and access training materials: [www.europeanlaunchpad.com](http://www.europeanlaunchpad.com).

The platform allows the participants to log into the reserved area and to use the relevant training materials, envisaged for the planned activities.

The platform tracks progress with easy-to-view progress bars. Interactions with coaches will be made possible with a dedicated blog area.

Materials will be made available in learning sequences. Each learning sequence is composed of links to dedicated readings, slides and videos interspersed with interactive learning exercises, where teams can immediately practice the concepts from the videos and prepare their CANVAS iterations.

Ample opportunities are provided for the learner to apply the knowledge learned in the course.

# TRAINING COURSE

## Before YOU start

### Preparation: First workshop

#### Topic 1: LLP key principles

#### Objective

To get a basic understanding of the LLP key principles. You will refresh your application task, where you needed to submit your business idea using *Business Model Canvas*. By reading and watching dedicated videos, you will get familiar with the basic concepts that will be used to develop your go to market strategy (i.e. Business Model Canvas and Customer development).

You should come to the workshop able to answer the following questions:

- What's the difference between search and execution?
- What is a business model versus a business plan?
- What is the Business Model Canvas?
- What are the 9 components of the Business Model Canvas?
- What is a hypothesis?
- What do we mean by "experiments"?
- What is Customer Development?
- What are the key tenets of Customer Development?

#### Task

You will get familiar with some basic concepts prior starting the training modules.

**Please read and check the following materials, accessible also via your LLP platform.**

#### Resources

##### Readings

- ✓ Read Business Model Generation: Osterwalder and Pigneur, 2010 BMG pp. 14-49: The 9 Building Blocks of the Canvas
- ✓ Read The Startup Owner's Manual: Blank and Dorf, 2012 pp. 1-75: Intro to Customer Development and Customer Discovery, Market Size; pp. 472:

Market Size; pp. 112-122 & 457-458: Market Type, and pp. 123-124: Competitors.

## Videos

### *1) Pre-Planning Customer Discovery*

Pre-Planning: <http://vimeo.com/groups/204136/videos/75308828>

Pre-Planning: <http://vimeo.com/groups/204136/videos/75184102>

Pre-Planning: <http://vimeo.com/groups/204136/videos/75603393>

### *2) Customer Discovery Interviews*

Interviews: <http://vimeo.com/groups/204136/videos/75535337>

Interviews: <http://vimeo.com/groups/204136/videos/75536337>

Asking the Right Question: <http://vimeo.com/groups/204136/videos/76176674>

### *3) Outside the Building*

Death by Demo: <http://vimeo.com/groups/204136/videos/76390080>

Death by Demo: <http://vimeo.com/groups/204136/videos/76172223>

Assuming You Know what the customer wants:

<http://vimeo.com/groups/204136/videos/76175907>

Understanding the Customer Problem (the wrong way):

<http://vimeo.com/groups/204136/videos/76171146>

Understanding the Problem (the right way):

<http://vimeo.com/groups/204136/videos/76173388>

Customers Lie: <http://vimeo.com/groups/204136/videos/76176674>

The Distracted Customer: <http://vimeo.com/groups/204136/videos/73715398>

Engaging the Customer: <http://vimeo.com/groups/204136/videos/76174533>

Customer Empathy: <http://vimeo.com/groups/204136/videos/73714461>

The User, the Buyer & the Saboteur:

<http://vimeo.com/groups/204136/videos/73673203>

Multi-Person Interview: <http://vimeo.com/groups/204136/videos/76175265>

B-to-B to C: <http://vimeo.com/groups/204136/videos/73674284>

Existing vs. New Markets: <http://vimeo.com/groups/204136/videos/73674022>

Interviews in Public: <http://vimeo.com/groups/204136/videos/73711818>

### *4) Back in the Building*

Extracting Insight from Data: <http://vimeo.com/groups/204136/videos/76177502>

Getting the MVP Right: <http://vimeo.com/groups/204136/videos/73713162>

Pay Attention to Outliers: <http://vimeo.com/groups/204136/videos/76177672>

The “Other 85%”: <http://vimeo.com/groups/204136/videos/74252460>

## WORKSHOP 1 - Intro, Business Models, Customer development, Customer Discovery practice for the real world

**Date: 16<sup>th</sup> and 17<sup>th</sup> of June 2015,**

**Venue: Rome, Enlabs**

### Purpose

The first workshop will give you the opportunity to meet each other and get familiar with the basic concepts (Business Models, Customer development, Customer Discovery practice for the real world) and start your first tasks.

You will present yourself and get first feedback on their business model canvases.

### Key Outcomes

During the first workshop, you will learn about and discuss the Business Model Canvas and Customer Development, by covering the following subjects:

- ✓ Intro of the Business Model Canvas and customer development
- ✓ Definition of hypotheses
- ✓ Definition of minimum feature set
- ✓ Description of experiments
- ✓ Definition of “getting out of the building”
- ✓ Definition of market type (existing, re-segmented, new, or clone)
- ✓ Definition of market size
- ✓ How do you determine whether a business model is worth doing

## WORKSHOP 1 – detailed agenda

### DAY 1

Estimated Time	Topic	Materials and equipment	Role
<b>Opening 10.00 am</b>			
15 min	Welcome	Flip chart	Teacher and assistant
10 min	What will I learn in the LLP program? LLP introduction	PPT	Teacher
<b>Team presentations</b>			
60 min	Intro and first Business Model Canvas presentation	Participants CANVAS	Participant teams
<b>Networking break</b>			
20 min			
<b>Team presentations</b>			
60 min	Intro and first Business Model Canvas presentation	Participants CANVAS	Participant teams
<b>Q&amp;A</b>			
15 min			
<b>Lunch break</b>			
30 min			
<b>Peer review session</b>			
	Feedback on CANVAS from the peers	Flip chart	Participant teams
60 min			
<b>Coaching Session</b>			
		Flip chart	Teacher and assistant
120 min	Business Models		
<b>Wrap up and Action Steps</b>			
20 min	Final remarks and presentation of the topics for the next day	Flip chart	Teacher



**DAY 2**

Estimated Time	Topic	Materials and equipment	Role
<b>Opening 10.00 am</b>			
15 min	Welcome	Flip chart	Teacher and assistant
10 min	What will I learn today?	PPT	Teacher
<b>Coaching Session</b>			
60 min	Customer development and Customer Discovery	Flip chart	Teacher and assistant
<b>Networking break</b>			
20 min			
<b>Coaching Session</b>			
60 min	Customer development and Customer Discovery	Flip chart	Teacher and assistant
<b>Q&amp;A</b>			
15 min			
<b>Lunch break</b>			
30 min			
<b>Peer review session</b>	Feedback on CANVAS iterations	Flip chart	Participant teams
60 min			
<b>Group discussion</b>			
60 min	Business Model Canvas iterations	Participants CANVAS	Participant teams with teacher and assistant

## Action steps after first workshop

After the first workshop, you will be equipped with understanding the basic concepts and acquire knowledge on customer discovery and customer development. This will help you to review your business model canvas in the segment of customers and develop their first CANVAS iteration.

Between the first and the second workshop, you will have to cover a number of tasks and interact with your business coach in order to review tasks, discuss challenges and prepare plans for next week.

You will acquire new knowledge on the following topics thanks to assigned readings, videos watching and tasks to be implemented:

- ✓ Topic 2: Value Proposition
- ✓ Topic 3: Customer Segments
- ✓ Topic 4: Channels

### Topic 2: Value Proposition

## Objective

You will get familiar with the meaning and basic concepts of the value proposition. More in detail you will understand the following key concepts:

- Why Customer Development can't be done with Waterfall engineering but needs an Agile development process;
- Fatal founder mistake is assuming they understand the customer problem, therefore they specify the solution without leaving the building;
- The majority of product features built in Waterfall are not wanted or used by customers;
- The goal of the MVP is to find the Minimum Feature Set;
- The difference in an MVP for a physical product versus the Low and High Fidelity MVPs for a Web/mobile product;
- How their Value Proposition differs from an idea or a spec sheet full of features;
- Identifying the competition and how customers view these competitive offerings;
- What their minimum viable product (MVP) is;
- What the market type is;
- What insight into market dynamics or technological shift makes this a fresh opportunity?

## Resources

Please read and check the following materials, accessible also via your LLP platform.

### Readings

- ✓ Read BMG, pp. 77-107: Multisided & Freemium Markets; pp. 127-133: Customer Insights
- ✓ Read Osterwalder Value Proposition Canvas at <http://businessmodelalchemist.com/blog/2012/08/achieve-product-market-fit-with-ourbrand-new-value-proposition-designer.html> and
- ✓ <http://businessmodelalchemist.com/blog/2012/09/test-your-value-proposition-superchargelean-startup-and-custdev-principles.html>
- ✓ Read SOM, pp. 76-84: Value Proposition and MVP; pp. 189-202: Getting out of the Building/Experiments/Contacts; pp. 474: Product Features Checklist; and pp. 487: Contacts Checklist

### Slides

- ✓ Check the following slides: <http://www.slideshare.net/sblank/mammoptics-e245-final-presentation-7879356>
- ✓ [http://www.businessmodelgeneration.com/downloads/value\\_proposition\\_canvas.pdf](http://www.businessmodelgeneration.com/downloads/value_proposition_canvas.pdf)
- ✓ Watch Mark Pincus at: <http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2313>

### Videos

- ✓ Watch: Customer Discovery Checklist: <http://startupweekend.wistia.com/projects/zt618zz0r7>
- ✓ Watch: How to do Customer Discovery: <http://startupweekend.wistia.com/projects/8ss0rm03pj>

### Topic 3: Customer segments

## Objective

You will get familiar with the meaning and basic concepts of customer segments. More in detail you will understand the following key concepts:

- In a multi-sided market, each side of a market has its own Value Proposition, Customer Segment, and revenue model and may have its own channel and customer relationships;
- Value Proposition + Customer Segment = product-market fit;

- Customer pains and gains;
- Customer “Jobs to get done”;
- Customer archetypes/personas and why they are useful (Well beyond demographic data of age, gender, and race. Who are they? Where do they live? What do they read? What trade shows do they go to? What websites do they visit);
- Problems versus needs;
- The differences between users, influencers, recommenders, decision makers, economic buyers, and saboteurs;
- Who will pay and why.

## Resources

**Please read and check the following materials, accessible also via your LLP platform.**

## Readings

- ✓ BMG pp. 134-145: Ideation; 161-169: Prototyping; and pp. 200-211: Business Model Environment
- ✓ SOM pp. 85-97: Customer Segments; pp. 203-217: Problem Understanding; pp. 218-221: Gain Customer Understanding; pp. 222-226: Market Knowledge; pp. 260-266: Product-Market Fit; and pp. 476: Customer Segments Checklist

## Slides

- ✓ “How to Get Ready for Customer Discovery”:  
<http://startupweekend.wistia.com/projects/zt618zz0r7>
- ✓ How to Do Customer Discovery” videos one at a time:  
<http://startupweekend.wistia.com/medias/tao3s8hf7l>

## Topic 4: Channels

## Objective

You will get familiar with the meaning and basic concepts related to the different channels. More in detail you will understand the following key concepts:

- What is the distribution channel?
- Are there alternatives?
- Most entrepreneurs confuse channels with customers.
- They do not understand the impact a channel can have on its revenue streams.
- The more complex the channel, the smaller the margins will be. There is a cost-benefit analysis that needs to be explicitly made and quantified when choosing channels and defending choice of channels.
- Channels are a strategy. Discovering the right channel fit is an art.

## Resources

**Please read and check the following materials, accessible also via your LLP platform.**

### Readings

- ✓ BMG pp. 147-159: Visual Thinking
- ✓ SOM pp. 98-111: Channels; 243-244: Meet the Channel; 332-343: Channel Roadmap; 406-412: Distribution Channels; and pp. 478: Channels Checklist

## Task

At this stage you have to go “out of the building” and conduct the first customer discovery interviews. It is recommended to perform at least 10 interviews, but the more the better rule should apply. Teams have to prepare a new Business model canvas iteration, to be presented at the next workshop. Business coaches will review, discuss and prepare plans for the following week.

## WORKSHOP 2 - Customer acquisition and activation, pricing

**Date:** 30<sup>th</sup> of June 2015,

**Venue:** Rome, Enlabs

### Purpose

The second workshop will give you the opportunity to re-discuss your business model canvases based on the work you performed from home. Each team will present their new discoveries and iterations they made based on new concepts learned and customer discovery interviews performed. You will have the opportunity to get the feedback from the teacher as well as other teams (peer review).

### Key Outcomes

During the second workshop, you will learn about Customer Relationships—how to get, keep, and grow customers and pricing strategies. This subject could be discussed at a semester-long class. Yet here you will have the opportunity to have it covered by an extensive 1 day workshop.

You will learn about customer acquisition, marketing channels and pricing strategies.

### WORKSHOP 2 – detailed agenda

#### DAY 1

Estimated Time	Topic	Materials and equipment	Role
<b>Opening 10.00 am</b>			
15 min	Welcome	Flip chart	Teacher and assistant
10 min	What will I learn today?	PPT	Teacher
<b>Teams presenting</b>			
60 min	CANVAS iterations	Flip chart	Participant teams
<b>Networking break</b>			
20 min			
<b>Coaching session</b>			
60 min	Pricing strategy	Flip chart	Teacher
<b>Q&amp;A</b>			
15 min			
<b>Lunch break</b>			
30 min			
<b>Coaching session</b>			
	Customer acquisition and activation	Flip chart	Teacher

120 min			
<b>Group discussion</b>			
60 min	Customer acquisition and activation and CANVAS iterations	PPT Participants CANVAS	Participant teams with teacher and assistant
<b>Wrap up and Action Steps</b>			
20 min	Final remarks and presentation of the topic for the next workshop	Flip chart	Teacher

## Action steps after second workshop

After the second workshop, you will be equipped with understanding the basic concepts and acquire knowledge on customer relationship and pricing strategies. This will help you to review your business model canvas in the segment of customers' acquisition and activation and pricing.

Before attending the third workshop, you will again make iterations of your Business model Canvas hypothesis and acquire additional knowledge via readings, tasks and interaction with your business coaches.

Through the readings, videos and tasks to be implemented by the teams between the second and the third workshop, you will get familiar with the following topics:

- ✓ Topic 5: Customer Relationships
- ✓ Topic 6: Revenue model
- ✓ Topic 7: Partners
- ✓ Topic 8: Resources and Costs

### Topic 5: Customer Relationships

#### Objective

You will get familiar with the meaning and basic concepts of customer relationships. More in detail you will understand the following key concepts:

- Tactics: earned and paid media and marketing, online tools. How to get customers into their sales channel and move them successfully through the sales cycle;
- How to keep them as customers and how to grow additional revenue from those customers over time;
- How to develop "get customer" experiments to determine tactics that move customers into and through the sales funnel in a repeatable and scalable way;
- The concept of "Lifetime Value of a Customer" (LTV) and how to calculate this figure and incorporate it into their customer acquisition strategies;
- Customer Acquisition Costs (CAC) and how to model/calculate;
- Retention strategies and tactics: make sure attrition and churn is understood;
- How demand creation differs in a multi-sided market.

#### Resources

**Please read and check the following materials, accessible also via your LLP platform.**

#### Readings

- ✓ BMG pp. 146-159: Visual Thinking



- ✓ SOM pp. 126-168: Customer Relationships Hypotheses; pp. 296-351: Get/Keep/Grow; pp.480-482: Relationships Checklist; and pp. 490: MVP Test
- ✓ Review: Dave McClure's: "Startup Metrics for Pirates":  
<http://www.slideshare.net/dmc500hats/startup-metrics-for-pirates-nov-2012>

## Topic 6: Revenue model

### Objective

You will get familiar with the meaning and basic concepts of revenue models. More in detail you will understand the following key concepts:

- Revenue model = the strategy the company uses to generate cash from each Customer Segment: e.g., Direct Sales, licensing, subscription.
- Within the revenue model, how do I price the product?
  - Pricing is a tactic.
  - Revenue model is the strategy.
- Every Customer Segment needs a revenue model (zero or free is ok, as long as someone is paying).
- This is not about income statement, balance sheet, and cash flow. Those are operating details that are derived after a proven revenue model and pricing.
- Types of revenue streams.
- Revenue models.
- Pricing tactics.
- Physical versus Web/mobile revenue models and multi-sided market revenue models.

### Resources

**Please read and check the following materials, accessible also via your LLP platform.**

### Readings

- ✓ SOM pp. 180-188: Revenue and Pricing Hypotheses; pp. 260-269: Verify Business Model; pp. 438-456: Metrics that Matter; and pp. 528: Validate Financial Model

## Topic 7: Partners

### Objective

You will get familiar with the meaning and basic concepts of partners relations. More in detail you will understand the following key concepts:

- Risks associated with having a partner and how to manage them;
- Offer suggestions on how a startup selects a partner;
- What alignment does this partner have with your customers?;

- What need do you solve for this partner and how important is it to the partner?;
- What economic benefit does this partner provide your business? What economic benefit does your business provide this partner?;
- How many partners are there like this?;
- The differences between strategic alliances, competition, joint ventures, buyers, suppliers, and licensees;
- While partners are critical for large companies (most companies do not do everything by themselves), strategic alliances and joint ventures are not needed to serve Earlyvangelists. They are needed for mainstream customers;
- For startups, partners can monopolize your time;
- Partners must have aligned goals and customers.

## Topic 8: Resources and costs

### Objective

You will get familiar with the meaning and basic concepts of resources and costs. More in detail you will understand the following key concepts:

- What resources do you need to build this business? How many people? What kind?;
- Diagram the finance and operations timeline;
- When will you need these resources?;
- Roll up all the costs from Partners, Resources, and Activities in a spreadsheet by time.

### Task

Participants have to go “out of the building” and conduct the second round of customer discovery interviews. It is recommended to perform at least 10 additional interviews, but the more the better rule should apply. Teams have to prepare a new Business model canvas iteration, to be presented at the next workshop. Business coaches will review, discuss and prepare plans for the following week.

## WORKSHOP 3 - Understanding investors and How to pitch

**Date: 14<sup>th</sup> and 15<sup>th</sup> of July 2015**

**Venue: Rome, Enlabs**

### Purpose

The last workshop will be devoted to review business models/exploitation plans and introduce the how to present in front of the investors. You will get the insight into main issues to be taken into consideration when presenting the exploitation project/business plan to potential investors. On day 2 all the teams will practice a short “Elevator pitch” in front of the other teams, teachers and coaches.

### Key Outcomes

During the third workshop, the you will learn about Investor readiness and How to pitch concepts, tips and tricks. Teams will have the opportunity to practice their pitch on day 2 in front of all the other teams and the teaching team. A peer review and teacher feedback will serve for the final CANVAS iteration and readiness for future presentation in front of different audiences (investors, business partners, clients ...).

## WORKSHOP 3 – detailed agenda

### DAY 1

Estimated Time	Topic	Materials and equipment	Role
<b>Opening 11.00 am</b>			
15 min	Welcome	Flip chart	Teacher and assistant
<b>Team presentations</b>			
60 min	Intro and second Business Model Canvas presentation	Participants CANVAS	Participant teams
<b>Q&amp;A</b>			
15 min			
<b>Lunch break</b>			
30 min			
<b>Coaching Session</b>			
120 min	Understanding investors and How to pitch	Flip chart	Teacher and assistant
<b>Group discussion</b>			
60 min	Preparing a good pitch	Flip chart	Teacher and assistant
<b>Wrap up and Action Steps</b>			
20 min	Final remarks and presentation of the next day	Flip chart	Teacher

### DAY 2

Estimated Time	Topic	Materials and equipment	Role
<b>Opening 10.00 am</b>			
15 min	Welcome	Flip chart	Teacher and assistant
<b>Pitches Part I</b>			
60 min		PPT	Teams
<b>Networking break</b>			
20 min			
<b>Pitches Part II</b>			
60 min		PPT	Teams
<b>Lunch break</b>			
30 min			
<b>Pitches Part III</b>			
60 min		PPT	Teams
<b>Group discussion</b>			
60 min	Comments and feedbacks on pitches		Participant teams with teacher and assistant
<b>Closing</b>			
20 min	Final remarks and closing	Flip chart	Teacher and assistant



# ***The Lean LaunchPad Pilot Initiative launched by the European Commission***

for European Start-up entrepreneurs and researchers in the  
ICT domain

***"No business plan survives  
first contact with customers"  
Steve Blank***

From an innovative idea into a  
customer validated startup  
venture in a few weeks!



## ***1. What is IT about?***

Turning Innovative ideas into reality. A European Commission pilot initiative tailored around innovators, start-ups and SMEs in the ICT domain. IT provides hands-on training based on the Lean LaunchPad methodology to increase the chances of a successful commercialisation of new products and services.

## ***2. What does it OFFER?***

Hands-on training and coaching that will allow you validate your business hypotheses together with your prospective clients and in real market conditions by:

- Experimentation rather than self-referral planning;
  - Iterative development through co-creation rather than conventional processes;
- Customer feedback rather than desk assumptions.



## ***3. WHO can apply?***

Beneficiaries of EU funded projects (Start-ups and high-tech SMEs and researchers in the ICT domain) from the following targeted areas:

- Open Disruptive Innovation topic of the SMEs Instrument;
- Future and Emerging Technologies "Open" as well as "Proactive";
  - eHealth and Active&Healthy Ageing.

While applications are open to both phases of the SME Instrument, the Lean LaunchPad methodology is particularly well-suited to Phase 1 projects.

Access to 2015 LLP courses will be limited to 10 selected EU funded projects.



#### 4. Why will YOU benefit from the Lean LaunchPad courses?

The Lean LaunchPad methodology has proven records of considerably reducing the incidence of failure, while increasing the chances of successful commercialisation of innovative ideas and start-up businesses. Through

these courses you will:

- Access a unique opportunity to validate your commercialisation and impact assumptions as well as your exploitation prospects in real market conditions;
- Benefit from the knowledge gained from to peer interaction and access to expert coaches;
- Learn realistic, common-sense validation principles and acquire hands-on experience in product and customer development within a real business environment;
- Enjoy the opportunity to interact with experienced and competent instructors, mentors and advisors from industry, meet with investors and enter their networks.



#### 5. How will YOU do it?

- For the ODI area by following up to 6 weeks on-line training and dedicated on-site classes in Rome: from May (week 22) to June (week 27);
- For the eHealth and Active&Healthy Ageing, by following up to 10 weeks on-line training and dedicated on-site classes in Stockholm, from August (week 35) to October (week 44)
- For the FET area, by following up to 10 weeks on-line training and dedicated on-site classes in Warsaw, from September (week 39) to November (week 48)



Your Team will consist of 3 people: 1 person at the decision-taking level (C-level), 1 expert in your specific or targeted sector, 1 business coach.

#### 6. Expected investment on your side

Active participation to LLP dedicated courses as follows:

- Up to 6 days of on-site training in dedicated classes in the relevant Hub (2 visits over 2 days and 2 visits in 1 day)
  - On-line coaching throughout the duration of the courses
- Iterative experimentation outside the company with prospective clients and market stakeholders



#### 7. WHERE can I find more information?

llp@meta-group.com  
www.meta-group.com

<http://ec.europa.eu/digital-agenda/en/financing-innovation>





## Q & A

### ***Who covers the costs for the LLP courses?***

The costs for the coaching and training courses are covered by the EC. Costs for time investment and traveling will be at Company expenses.

### ***My project is finished, am I eligible to apply anyway?***

Participants from EU funded projects ending up to 18 months before the course start, can apply.

Costs for time investment and traveling will be at Company expenses.

### ***I come from a different location to the aforementioned hubs, can I apply as well?***

Any beneficiary of EU funded projects from the Open Disruptive Innovation area can apply to the LLP Courses irrespective of the geographical areas they are situated in. Your only concern is to cover travel and accommodation expenses connected to the on-site meetings.

### ***What about confidentiality?***

Participants in the training courses will be admitted upon signature of a Non-Disclosure Agreement.

### ***Is the creation of a startup after the courses obligatory?***

The objective of the LLP courses is to allow you to validate the concept feasibility and market viability of your innovative idea, test your initial assumptions and entrepreneurial mindset, provide solid and realistic arguments to your business model and related commercialisation strategy. There is no obligation to start up a new company.

### ***Who can be my business coach?***

If you already have a trusted business coach, do not hesitate to commission him/her. Alternatively, a business coach can be selected from a list of relevant coaches provided by the LLP Trainers, or identify the coach within your own channels. Costs for the Business coach will be covered by company.



### ***HOW DO I APPLY?***

By filling in the application form included in the dedicated information package and return it to your EC Project Officer within 1 week.

### ***WHO can I contact in case I cannot find the information I need?***

Your EC Project Officer



Funded by  
the European Union





# ALFRED

Personal Interactive Assistant for Independent Living and Active Ageing





**Carer**

**Older People**

- How are they?
- Do they have fun?
- Have they taken their medicine?

Problem

Solution

Market

Action



Carer

## Older People

- Is everything ok with me?
- What shall I do today?
- Did I take my medicine?

Problem

Solution

Market

Action



# Nursing Homes with Assisted Living



Problem

Solution

Market

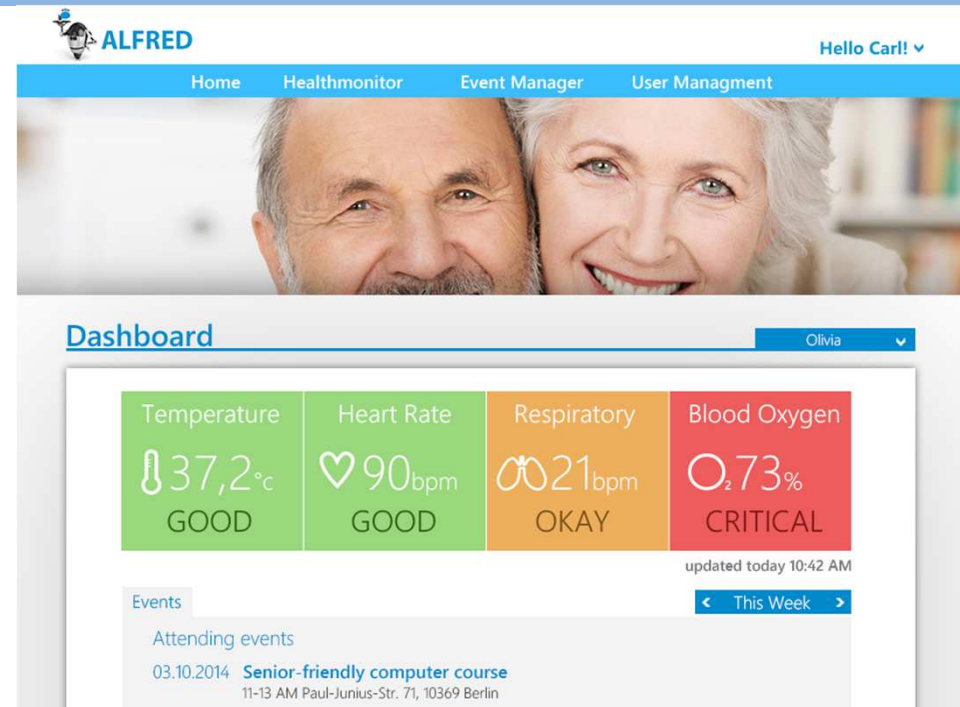
Action



# ALFRED - SaaS



## Carer



Problem

Solution

Market

Action



# ALFRED - SaaS



## Older People



Problem

Solution

Market

Action





# ALFRED - SaaS

## Nursing Homes



Problem

Solution

Market

Action



# Market size

Germans older than 65 in 2013 —21%

12,400 nursing homes (876,000 beds) ▲ **5.5% Grow**  
(On average since 2009)

Spending on long-term care for seniors ▲ **1.4% GDP**  
(expected 3.3 by 2030)

Problem

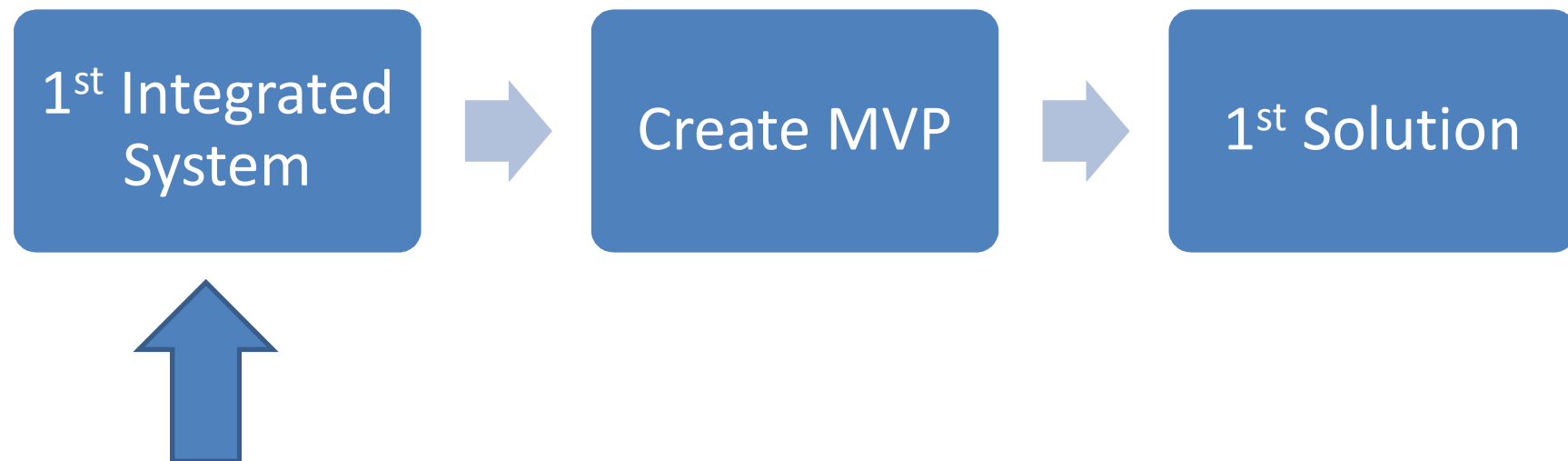
Solution

Market

Action



# The Plan



Problem

Solution

Market

Action





# Your Team



**Michael Krummen**  
CEO



**Marta Ribeiro**  
CFO



**Tim Dutz**  
CTO

Problem

Solution

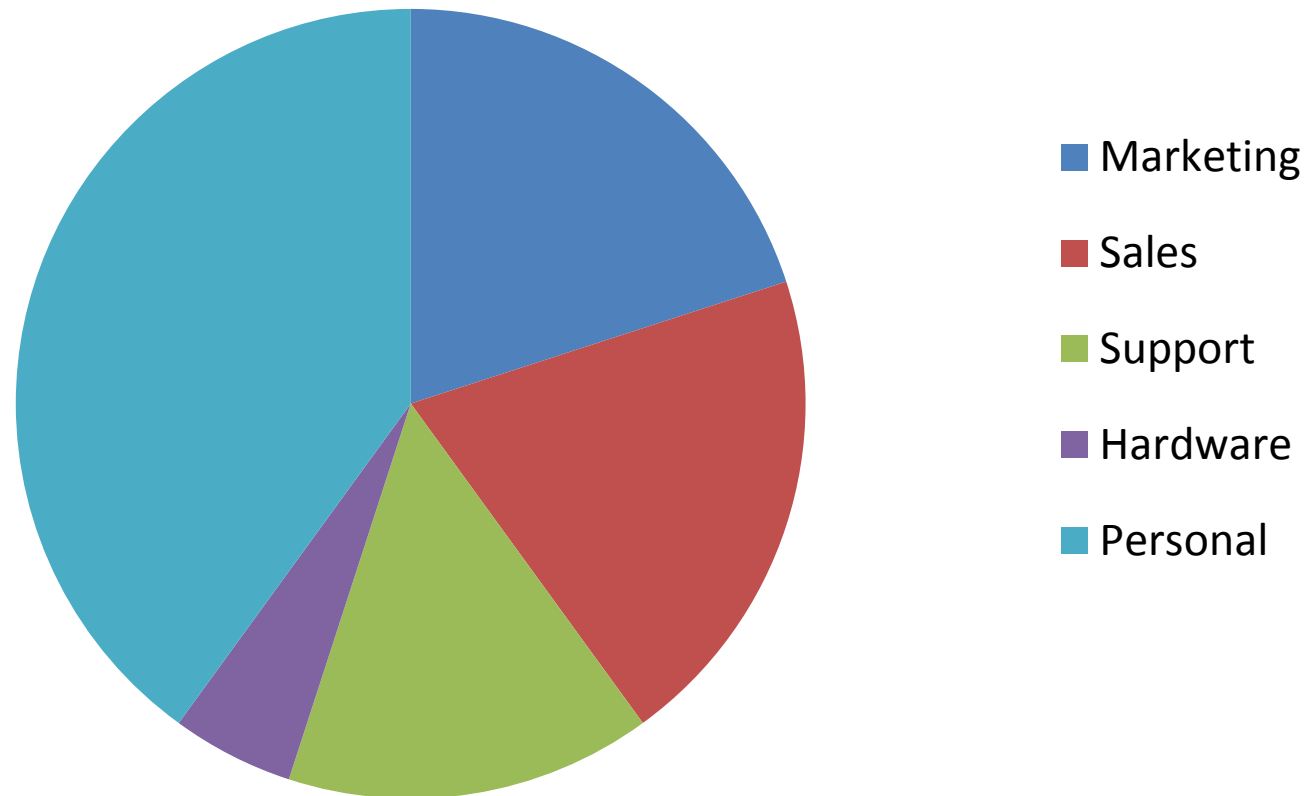
Market

Action



# Your Action

Invest 300k



Problem

Solution

Market

Action



# Your Action



Please approach me  
with any questions!

Problem

Solution

Market

Action