Catalysing Digitisation throughout Europe



Post-project sustainability of EU-networks

Maurits Butter (TNO) Kristina Karanikolova (TNO) Olivia Uguen (Blumorpho)















Approach to the webinar

ROD N S4EX

- Core aim is to initiate a discussion on post-project sustainability, eventually leading to a white paper to advice the Commission and inspire EU-networks
- Short introduction
- Services to be offered by EU-networks
 - Response by Paola Boscolo (DIH HERO, SDA Bocconi School of Management)
- Revenu models for EU-networks
 - Response by Rudolf Frycek (SmartEEs, Amires)
- Branding and communication
 - Response by Meike Reiman (Smart4EU, Steinbeis)



This webinar is part of a DIHNET/RODIN/Smart4EU collaboration





- Thought leadership programme
- Platform for discussion and dissemination



- Practical experience and ideas for the way ahead
- User demand to enhance application orientation
- Theoretical knowledge













Coordination

Expertise



Our aim: Improving the chance of structured continuation of EC-projects





EU network

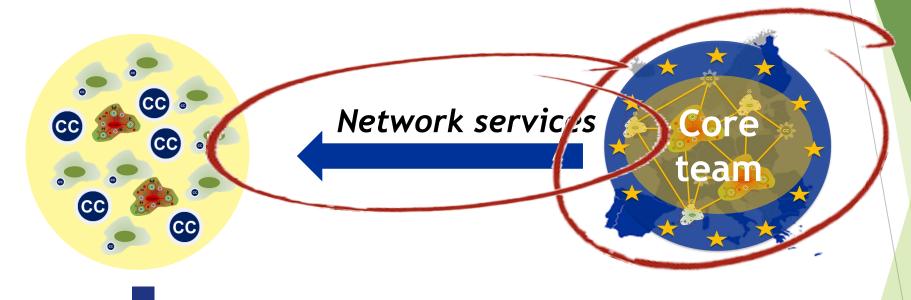


continuous growth

stabilization



Differentiating between the DIHs and the EU-network





industry services









revenu model

Why does it
generate profit

Why

Who is your target customer

who

customer pains

value chain

How is the value created

How



The objective: a full background paper

- The background paper is the foundation
- A whitepaper to create awareness
- A common slide deck to enable a common vision on the topic

- Better understand through collaboration
- Inform the Commission and other IAs

Introduction Objective of the paper 1.1 A pan-EU network 1.2 Introduction to post-project sustainability 1.3 Post-project sustainability: Creating a business plan 2.1 What is a business plan The process/approach of building a business plans 2.2 **Business models for EU networks Business models for pan-EU collaboration** 3.1 Who: Characterizing the customer needs 3.2 What: Services core to creating added value Why: Revenue models How: From core assets to the value chain of creation 3.5 Elements to be sustained **Branding and communication** 4.1 What is branding and its purpose 4.2 **Element of the branding** Communication strategy The organization of the network 5.1 An evolution of structure What can be expected from partners 5.2 The orchestrator 5.3 Participation of the regions 5.4 5.5 **Governance models** 5.6 **Legal structures Financing an EU-network** Structural approach to financing Sources of finance 6.2 **Costs operating a EU-network** 6.3 Services as income 6.4

Conclusions and further recommendations



Services: core to sustainability

Kristina Karanikolova







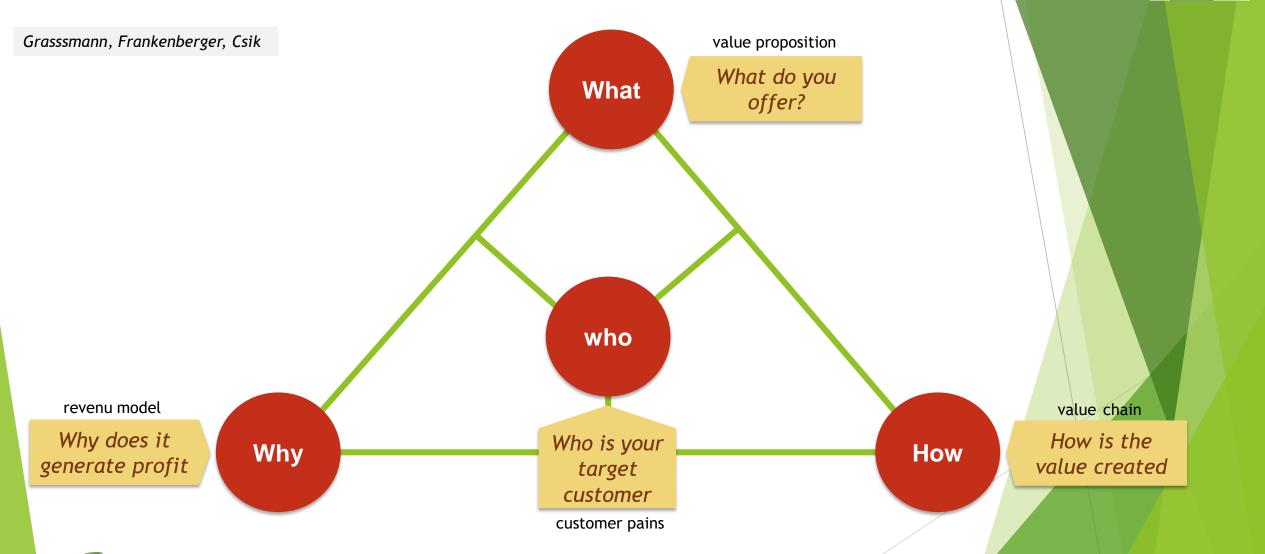


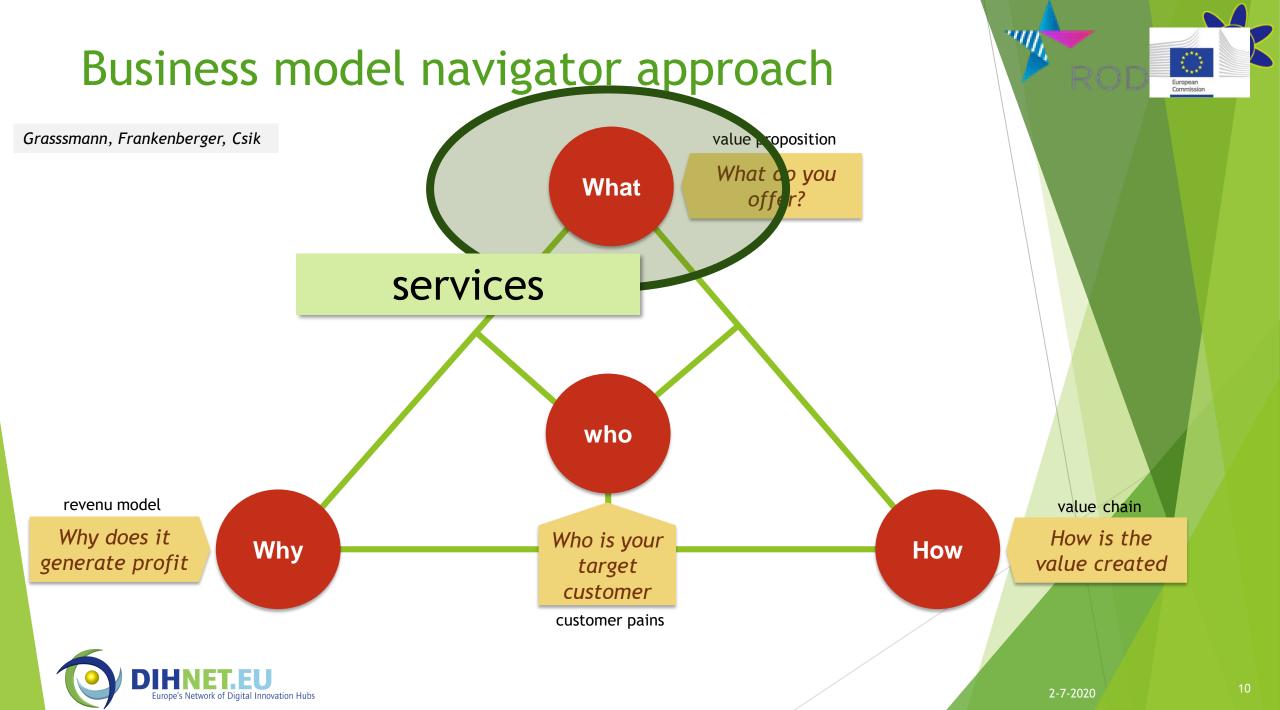






Business model navigator approach





The difference between DIHs and EUnetworks



		DIH	EU network	
Prime mission		Support the digital transformation in the <i>region</i> and increase their competitiveness	Maintain EU competitiveness by enhancing the EU-collaboration on digital transformation	
	Ecosystem	Improve the community collaboration in the region	Improve the European community and interregional networks	
Services	Technology	Providing technological support to the regional industry on digital transformation	Aligning the <i>pan-EU collaboration</i> on research and innovation between service providers	
Ser	Business	Supporting <i>regional industry</i> to transform technology into business	Support research and industry to engage in <i>cross-country</i> initiatives	
	Skills and training	Train <i>industry and research</i> on specific digital technologies	Enhance the <i>EU-wide capacity and capabilities</i> for service providers to engage in digital transformation	



The difference between DIHs and EUnetworks



		DIH	EU network	
Prime mission Support the digital transformation in the region and increase their competitiveness			Maintain EU competitiveness by enhancing <i>the EU-collaboration</i> on digital transformation	
	Ecosystem	Improve the community collaboration in the region	Improve the European community and interregional networks	
Services	Technology	focused on SMEs, mid-caps and public authorities	focused on DIH-like entities (service providers)	
Ser	Business	regions	Supp coun interregional connections	
	Skills and training	Train <i>industry and research</i> on specific digital technologies	Enhance the <i>EU-wide capacity and capabilities</i> for service providers to engage in digital transformation	



Overview of services

ecosystem services

EU- community building

EU strategy development

Strategic advice to the EC

Collaborative pan-EU awareness creation

Alignment EU proposals

EU wide representation

business services

EU-market place

Initiating interregional collaboration

EU-market assessment

Individual RDI business support

EU-widening corridors

Access to finance for EU collaborations

Pan-EU start-up facility

skills & training

EU market place on HR

Industry training

Pan-EU network learning

EU skills strategy development

Pan-EU policy training

Training for EU-proposal development

technology services

Standardization

Mapping capacities/capabilities & complementarities

Organizing pan-EU collaborative research

Smarter specialisation

Pan-EU scouting for collaboration



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Difference between DIH and networks



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technology

business

SKillS

services	
building	

Strategy development

Ecosystem learning

Representation, promotion

Strategic RDI

Community

Contract research

Technical support on scale-up

Provision of tech infrastructure

Testing and validation

Incubator/accelerator support

Access to finance

Project development

Offering housing

Ecosystem/technology/business courses

strategy development on topic education

Secundments

Europe's Network of Digital Innovation Hubs

	services		
u	EU- community building		
ecosystem	EU strategy development		
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pr	EU-widening corridors		
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	EU market place on HR		
S	Industry training		
Skills	Pan-EU network learning		
S	EU skills strategy development		
	Pan-EU policy training		

Training for EU-proposal development

Ecosystem services for networks



services	description
EU- community building	Activities to develop a collaborative network of organisations
EU strategy development	Organise community discussions on common EU interests to align strategies
Strategic advice to the EC	Formulate strategic advice to the EC on relevant topics and approaches
Collaborative pan-EU awareness creation	Create a pan-EU awareness creation communication strategy to increase efficiency and effectiveness
Alignment EU proposals	Data collection on RDI activities and their alignment through information sharing
EU wide representation	Representation of stakeholders during strategic events and conferences
	EU- community building EU strategy development Strategic advice to the EC Collaborative pan-EU awareness creation Alignment EU proposals



Business services for networks



	services	description	
S	EU-market place	Support "unlocking" service providers to demand user community on EU level	
	Initiating interregional collaboration	Initiation interregional collaborative projects where complementary activities are connected and overlapping	
business services	EU-market assessment	General EU market assessment of emerging and existing digital innovations	
SS SE	Individual RDI business support	Business support to industrial and research organisations that requires EU relevant expertise	
busin	EU-widening corridors	Support to establish structural collaboration (corridors) between DIHs in less developed and more developed regions	
7	Access to finance for EU collaborations	Provide (access to) funding for interregional, cross-country RDI projects	
	Pan-EU start-up facility	Facilitation of start-ups to increase their market to EU level, connecting start-up supply with possible demand EU wide	



Ecosystem services for networks



	services	description	
technology services	Standardization	Activities standardizing EU technology development to ensure interoperability	
	Mapping capacities/capabilities	The collection of RDI activities and capacities/capabilities in Europe to enable pan-EU use.	
	Organizing pan-EU collaborative research	Initiating and aligning RDI activities EU-wide to optimize efforts	
	Smarter specialisation	Aligning regional investments in RDI activities to optimize impact on EU level	
	Pan-EU scouting for collaboration	Identification of overlapping and complementary RDI capacities/capabilities	



Ecosystem services for networks



	services	description
	EU market place on HR	A single demand/supply (jobs) platform for researchers and digital transformation experts
ng	Industry training	Training of stakeholders on innovative specific digital technologies
training	Pan-EU network learning	Network learning between the members of the EU DIH network
skills &	EU skills strategy development	Development of a joint skills development strategy at EU level for emerging topics
sk	Pan-EU policy training	A joint programme for the training of MS & regional policymakers on DIH related topics
	Training for EU-proposal development	Train DIHs and other stakeholders to develop EU proposals in the field of the digital transformation strategy





SMEs and Mid-caps	Service providers	Regional/National	European Commission
EU- community building	EU- community building	EU- community building	EU- community building
EU strategy development	EU strategy development	EU strategy development	EU strategy development
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Evolution of services

Technology services

Ecosystem Services

Business Services

Skills Services

EC project

EU network



stabilization

Questions

European Commission

- ▶ What are the most important services that you see for the value proposition?
- What services have we missed (and you are considering)?





Revenu models

Maurits Butter (TNO)







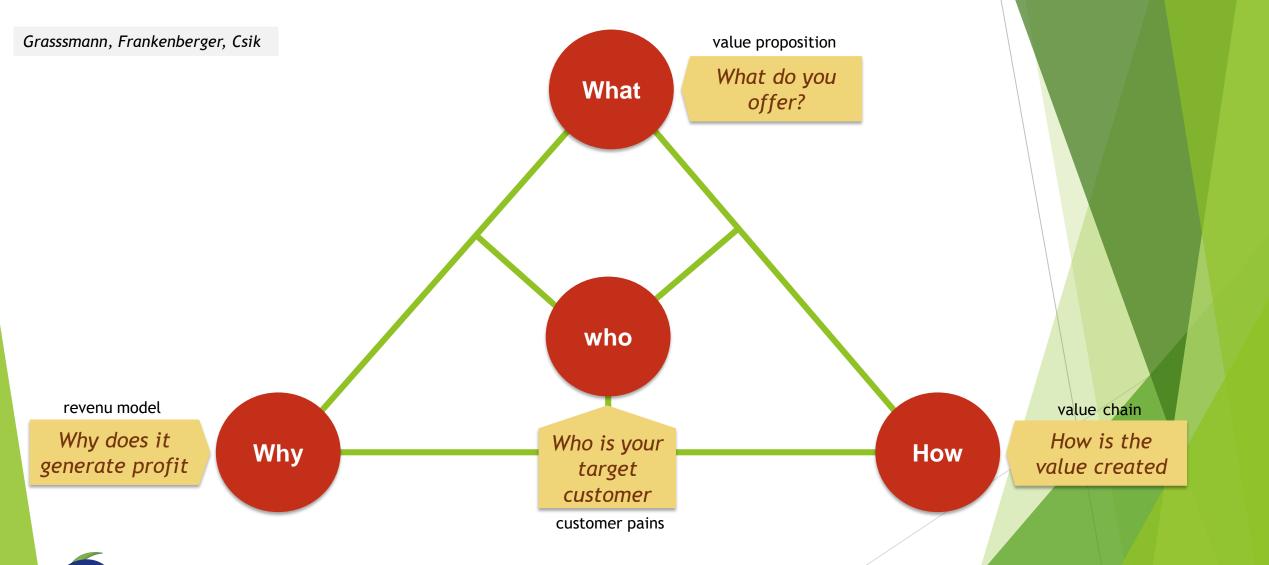








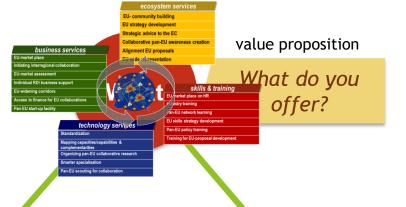
business model navigator approach





business model navigator approach

Grasssmann, Frankenberger, Csik



revenu model!!

Why loes it generate profit

Why

Who is your target customer

who

customer pains

value chain

How is the value created





2-7-2020

What is a revenu model



A **revenue model** is a framework for generating financial **income**. It identifies which **revenue** source to pursue, what value to offer, how to price the value, and who pays for the value.

revenu model



What is a revenu model



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who pays

how much revenu for what is paid model is paid

how is paid

what is paid



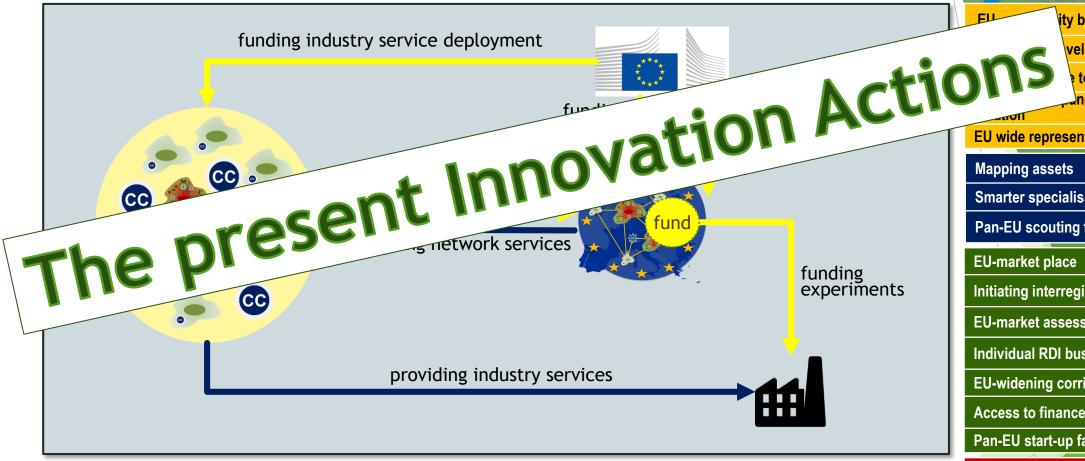


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RM0: Supporting cross-border experiments



value proposition

ity building

velopment

to the EC

n-EU awareness

EU wide representation

Smarter specialisation

Pan-EU scouting for collaboration

Initiating interregional collaboration

EU-market assessment

Individual RDI business support

EU-widening corridors

Access to finance for EU collaborations

Pan-EU start-up facility

Industry training

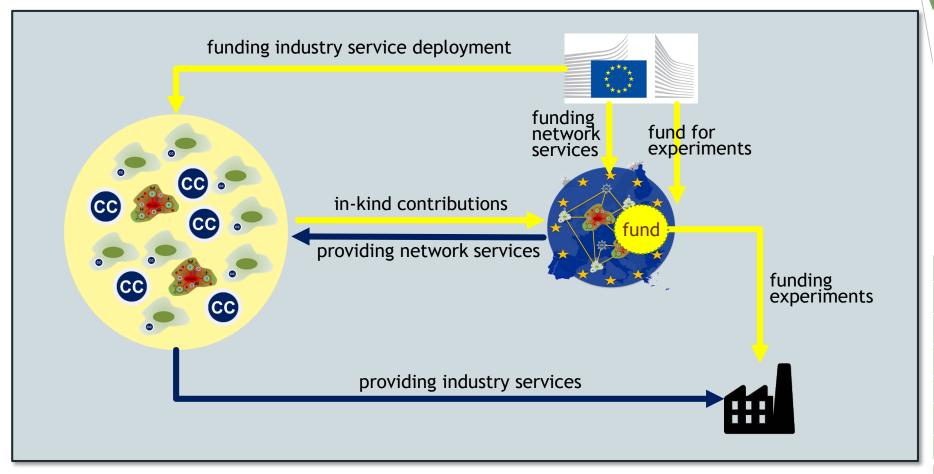
Pan-EU network learning

EU skills strategy development

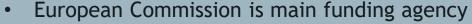
conditions

- European Commission is main funding agency
- In-kind contributions from partners
- Centred around a project-fund for experiments
- Focus on research/innovation and cross-border collaborations
- Supporting SME experiments by funding and expertise

RM0: Supporting cross-border experiments



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value proposition

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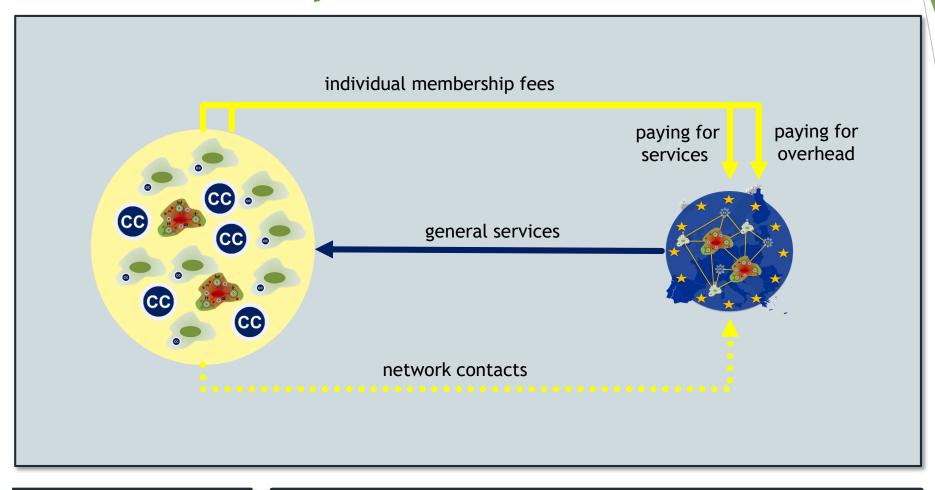
Industry training

Pan-EU network learning

EU skills strategy development



RM2: Economy of scale in services





- Revenu model based on economy of scale for services
- Members also create critical mass to attrack new members
- The value proposition is crucial
- Pre-investments are needed to e.g. create a market place

value proposition

EU- community building

Collaborative pan-EU awareness creation

EU wide representation

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Organizing pan-EU collaborative research

Smarter specialisation

EU-market place

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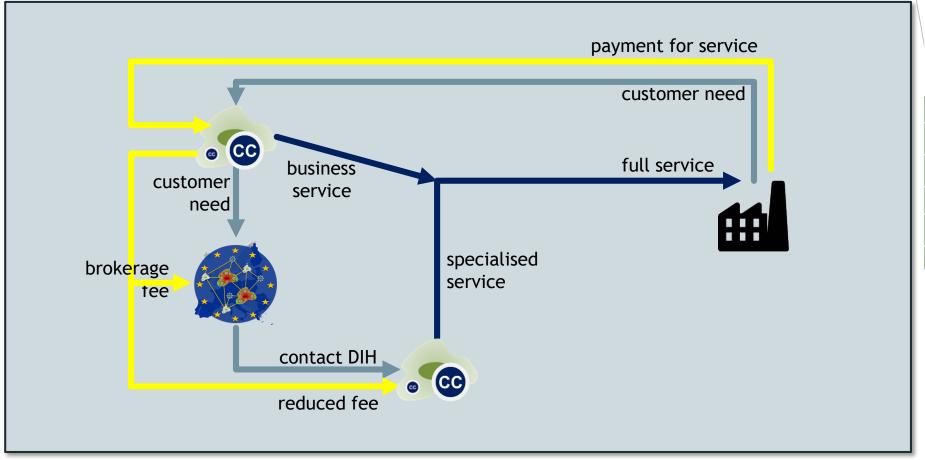
EU market place on HR

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Training for EU-proposal development

RM2: Brokering capacities/capabilities



value proposition

Mapping assets

Organizing pan-EU collaborative R&I

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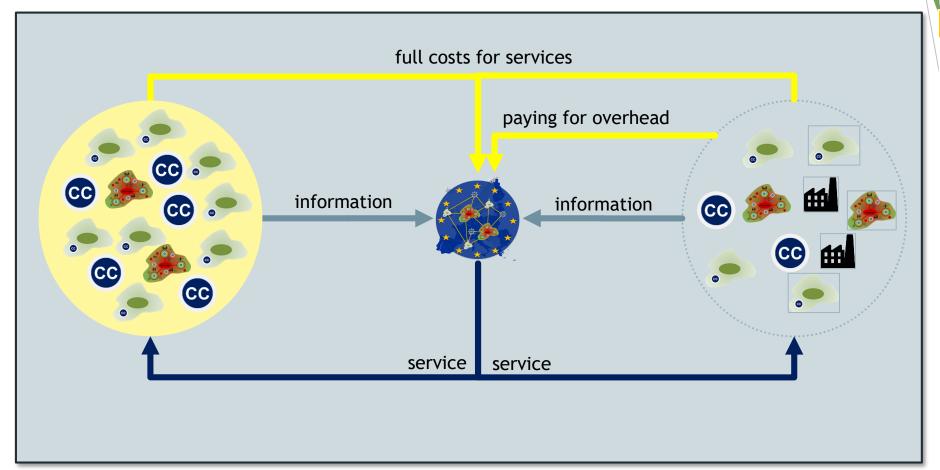
Industry training



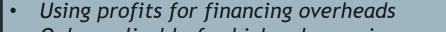
- Availability of core information about assets and standard MoU supporting agreements
- Trust in the collaboration between the different actors involved: A quality brand



RM3: Initiating collaborations



conditions



• Only applicable for high value, unique assset based services

Charging full costs for all, additioal costs for non-members

- Use the service provision as mechansim to increase assets
- Creating strong brand, trust and key/unique assets is crucial

value proposition

Alignment EU proposals

Organizing pan-EU collaborative R&I

Pan-EU scouting for collaboration

Individual RDI business support

EU-widening corridors

Access to finance for EU collaborations

EU market place on HR

Industry training

Training for EU-proposal development



RM0: Supporting cross-border experiments	RM2: Economy of scale in services	RM2: Brokering capacities/capabilities	RM3: Initiating collaborations
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Pan-EU network learning	Pan-EU network learning		
EU skills strategy development	EU skills strategy development		
			1
	Training for EU-proposal development		Training for EU-proposal development





Questions:

- What successful models of networks are you aware of?
- What do you see as your key assets?
- What collaboration models do you see?







Branding and communication

Olivia Uguen (Blumorpho)















What is Branding?

RODN S4E

- Branding is:
 - not a name
 - not a logo
 - not a graphic identity
 - not a tagline or a slogan
 - not the messages that the companies is carrying out through its marketing strategy
 - not the set of impressions generated by the core products or services sold

▶ But the result of it



Let's play a game on mission statement

Our mission is to organise the world's information and make it universally accessible and useful.







- Our mission is to organise the world's information and make it universally accessible and useful.
- Empowering others. Our mission is to empower every person and every organisation on the planet to achieve more.











Game on mission statement

- Our mission is to organise the world's information and make it universally accessible and useful.
- ► Empowering others. Our mission is to empower every person and every organisation on the planet to achieve more.
- XXX is dedicated to the empowerment of man—to making personal computing accessible to each and every individual so as to help change the way we think, work, learn, and communicate.





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- ▶ We strive to make the world Healthier & more sustainable through innovation.







Branding towards sustainability means

RODN S4E

- ▶ Define strong mission statement & value proposition
- Have a good knowledge of your market:
 - Clients
 - Potential partners
 - ► Assets & differentiation strategy



What is a market?

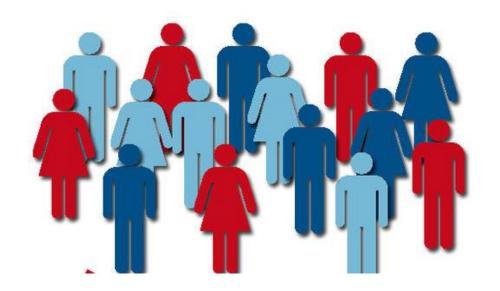






Market is diversity!

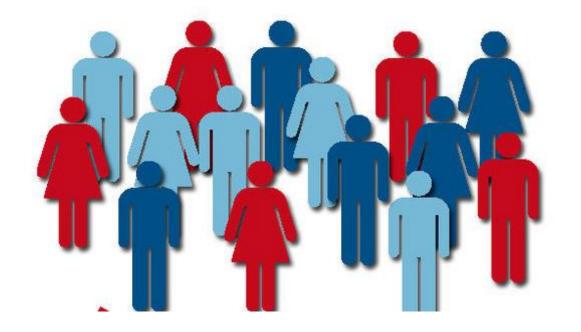






Do you know who are your customers?

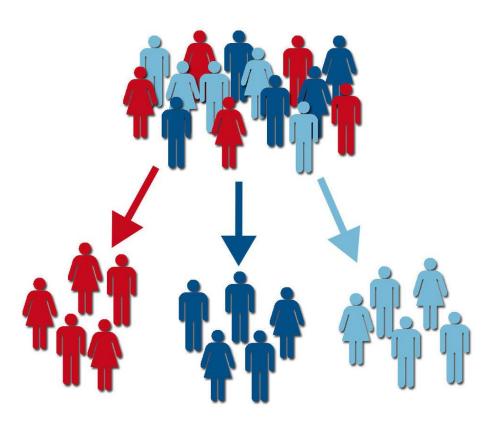






You have to know it...

... for branding







Branding towards Sustainability means



promoting your unique value proposition to further engage collaboration with users

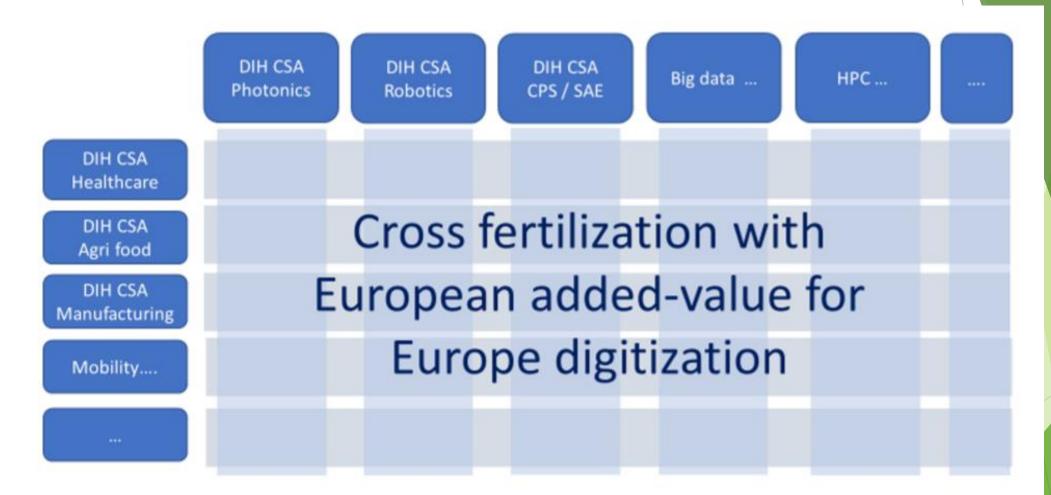
promoting your unique position and differentiation in the European ecosystem















Local/regional ecosystems
DIHs

New value chains
New
Business models

Thematic DIHs
Robotics / SAE / I4MS
AI /HPC

Sustain tech / circular economy /



The St. Gallen Business Model NavigatorTM







Branding towards Sustainability

- ► Whatever our technical focus, our geographical anchorage, application areas, we all have to collaborate because we have the same objectives:
 - Reduce the risk undertaken by startups and SMEs to engage into innovative technologies
 - Overcome the challenge of the valley of death by facilitating their access to funding and to customers
 - Strengthen their differentiation through new technologies
 - Accelerate their go-to market strategy.





Where to continue the discussion?



On the DIHNET online Community.

From DIHNET.EU, click on "Community" and follow the steps to create your account and join the community



Digital Innovation Hub Networks



Continue the discussion on the DIHNET online community, on the space "News & Events", where we will post the materials of the webinar



Community Spaces





Last message: 3 days ago

Private Space for Romanian DIHs to discuss topics of common interest - led by Transilvania IT.



Unleashing the potential of transnational cooperation, through Digital Innovation Hubs, to promote RIS3 Implementation



