

Understanding Living Lab concepts and co-creation

Module 1 – Set-up of Living Labs

Isabelle Couture, ENoLL

16th March 2023



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This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 101000349 (ALL-Ready).

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Business Models of Living Labs

Juan A. Bertolin

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ESPAITEC Science and Technology Park

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A Business Model, what does it suggest to you?

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How do you plan to make money?	How do you do better options than competitors?	How does my business make different things?	Assumptions about what a company gets paid for?	Identify Customers	Identify Competitors	Identify Values	Identify Company Strengths and Weaknesses	specific mode that enables the generation of revenue, revenue sources, their volume and distributio	All of them	None of them



Some Readings...



Long Range Planning 47 (2014) 379–389



Contents lists available at [ScienceDirect](https://www.sciencedirect.com)

Long Range Planning

journal homepage: <http://www.elsevier.com/locate/lrp>



Business Model: What It Is and What It Is Not

Carlos M. DaSilva, Peter Trkman



The term “business model” has been misinterpreted and misused over the years, and has consequently been inadequately understood and applied by both practitioners and scholars. It has been frequently confused with other popular terms in the management literature such as strategy, business concept, revenue model, economic model, or even business process modeling.

This paper aims to contribute to the clarification of the meaning and use of the business model image, as well as to theorize on its logical underpinnings that we find rooted in the resource-based view and in the transaction cost economics. This paper identifies new avenues for further research, such as the investigation of path dependency in a business model and the meaning of business model innovation.

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“While the term ‘business model’ has gained widespread use in the practice community, the academic literature on this topic is fragmented and confounded by inconsistent definitions and construct boundaries” (George and Bock, 2011, p. 83).





Why do I need a Business Model

- Growth
- Sustainability
- Impact
- Repeteable
- Reusable



How does BM is connected with my LLab?

Organisation, Management and Governance

Openness

Open innovation process

Effective communication

Resources (infrastructures, staff, FabLabs..)

Users & Reality (User engagement, user-driven methods & Tools)

Following Up Business Model & Strategic Plan



How does BM is connected with my LLab? (cont.)

Strength and maturity of multi-stakeholder partnership (quadruple helix)

Respect Author's right

Resources used and required (infrastructures, staff)

User engagement

Co-created values

SWOT

Go to www.menti.com and use the code 3657 6072

Which CANVAS do you know?

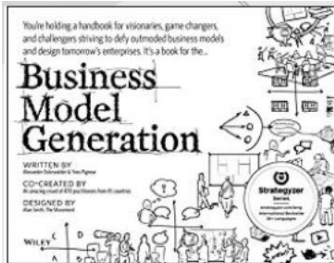


Mentimeter



- Business Canvas Österwalder
- Lean Canvas Ash Maurya
- Social Lean Canvas Yeoman/Moskowitz
- None of them





The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>INTENTIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and complexity Acquisition of particular resources and activities</p>	<h3>Key Activities</h3> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Risk Reduction Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Customer Personal Assistance Self service Automated services Communities Co-creation</p>	<h3>Customer Segments</h3> <p>For whom are we creating value? Who are our most important customers?</p> <p>Basic Market Adverse Market Segmented Demographic Multi-sided Markets</p>
<h3>Key Resources</h3> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual/Social/cultural, knowledge, social Human Financial</p>		<h3>Channels</h3> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL MODES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>		
<h3>Cost Structure</h3> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IN THEIR BUSINESS MODEL Cost Drivers (impact cost structure, low price retail proposition, margin automation, entrance outsourcing) Scale Drivers (impact on value creation, premium value proposition)</p> <p>SAMPLE COST STRUCTURES Retailer (books, movies, music, software) Hospital (costs) Manufacturers of goods Manufacturers of capital</p>		<h3>Revenue Streams</h3> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>TYPES Asset sale Usage fee Subscription/lease Licensing Advertising fees Advertising Intermediary</p> <p>PRICE MODES List price Product feature dependent Customer segment Quantity Volume dependent</p> <p>REVENUE MODES Proprietary (proprietary) Third party payment Real-time payment</p>		

DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

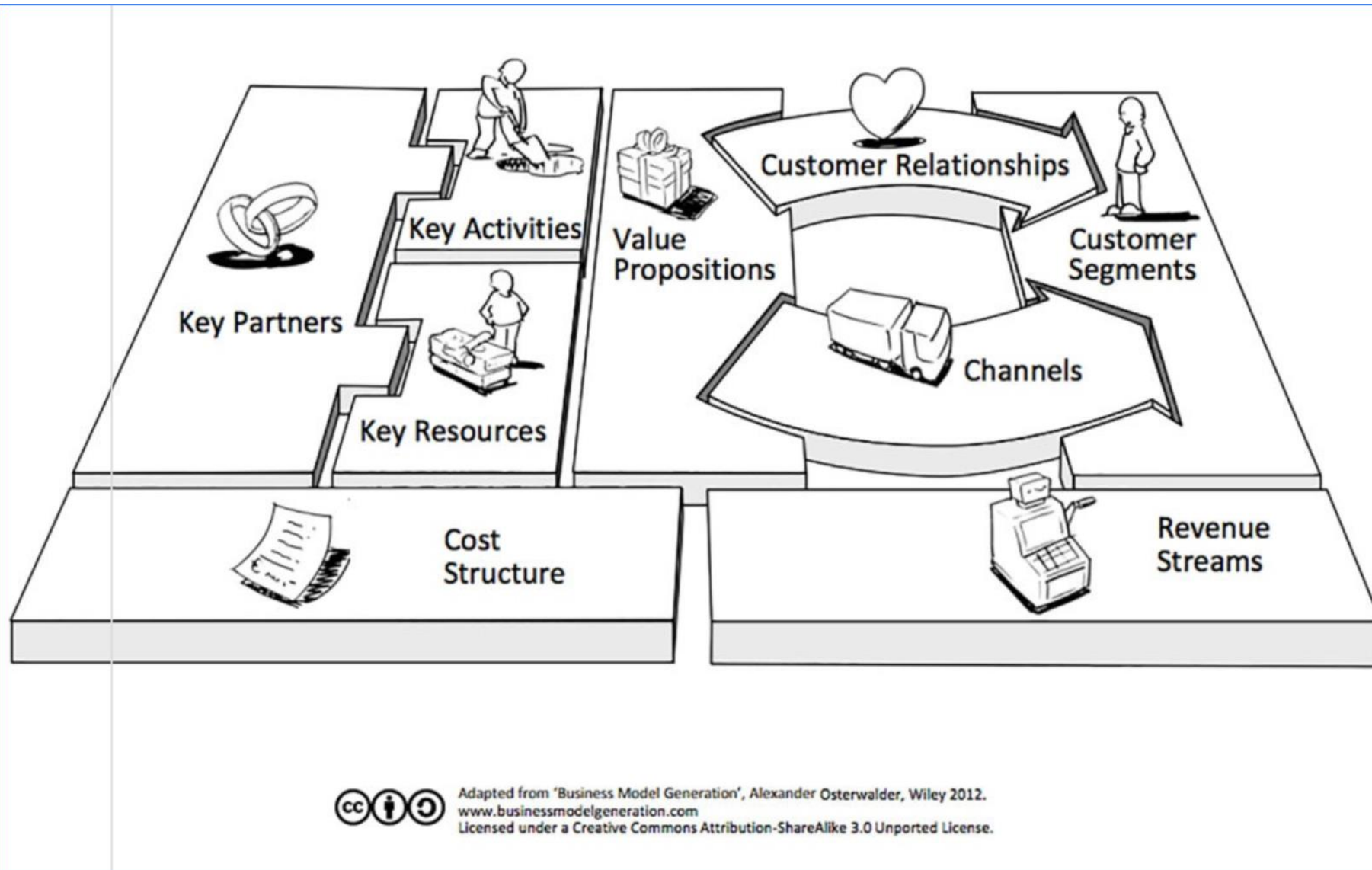
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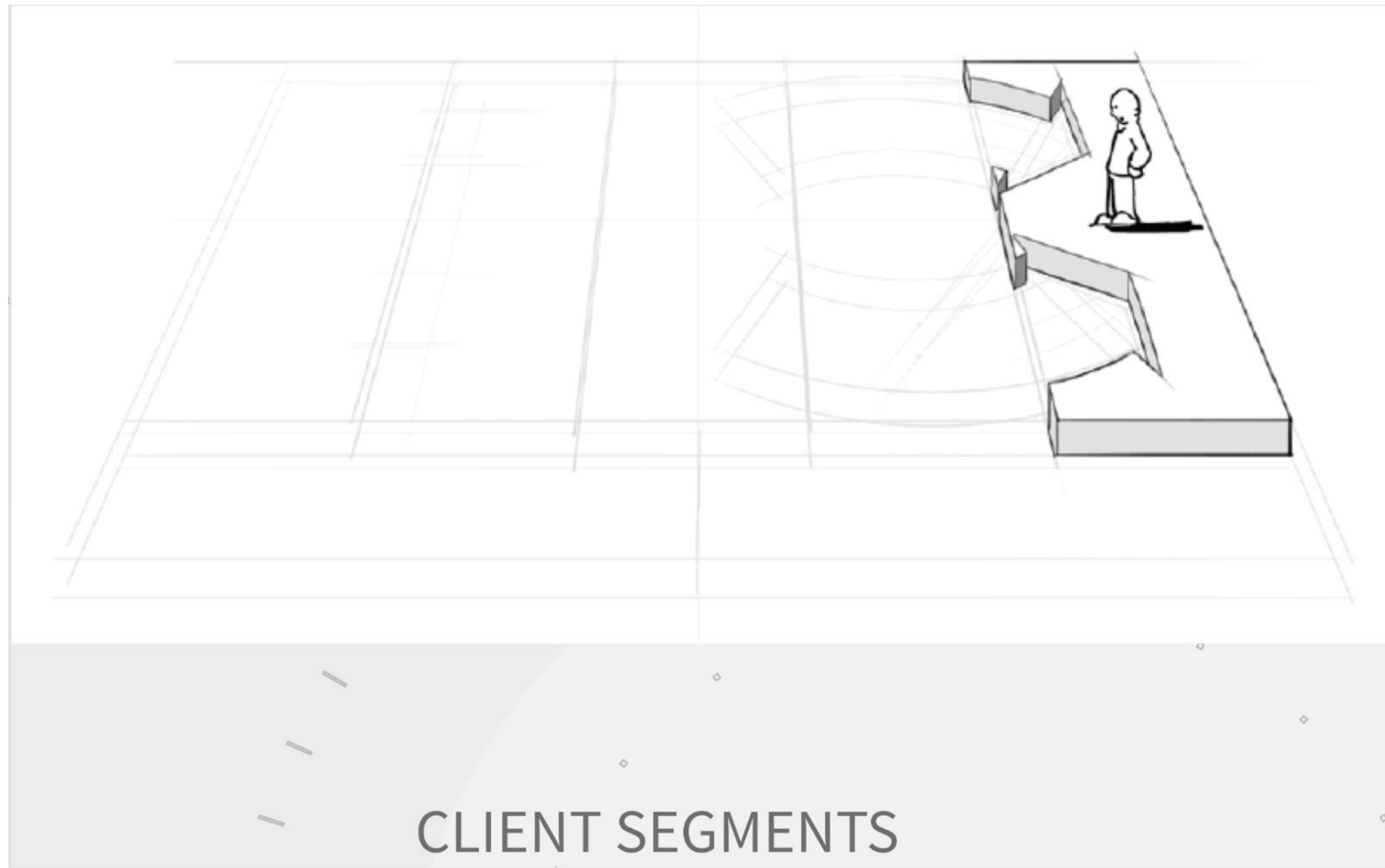


A business model describes the rationale of how an organization creates, delivers, and captures value (Österwalder and Pigneur)

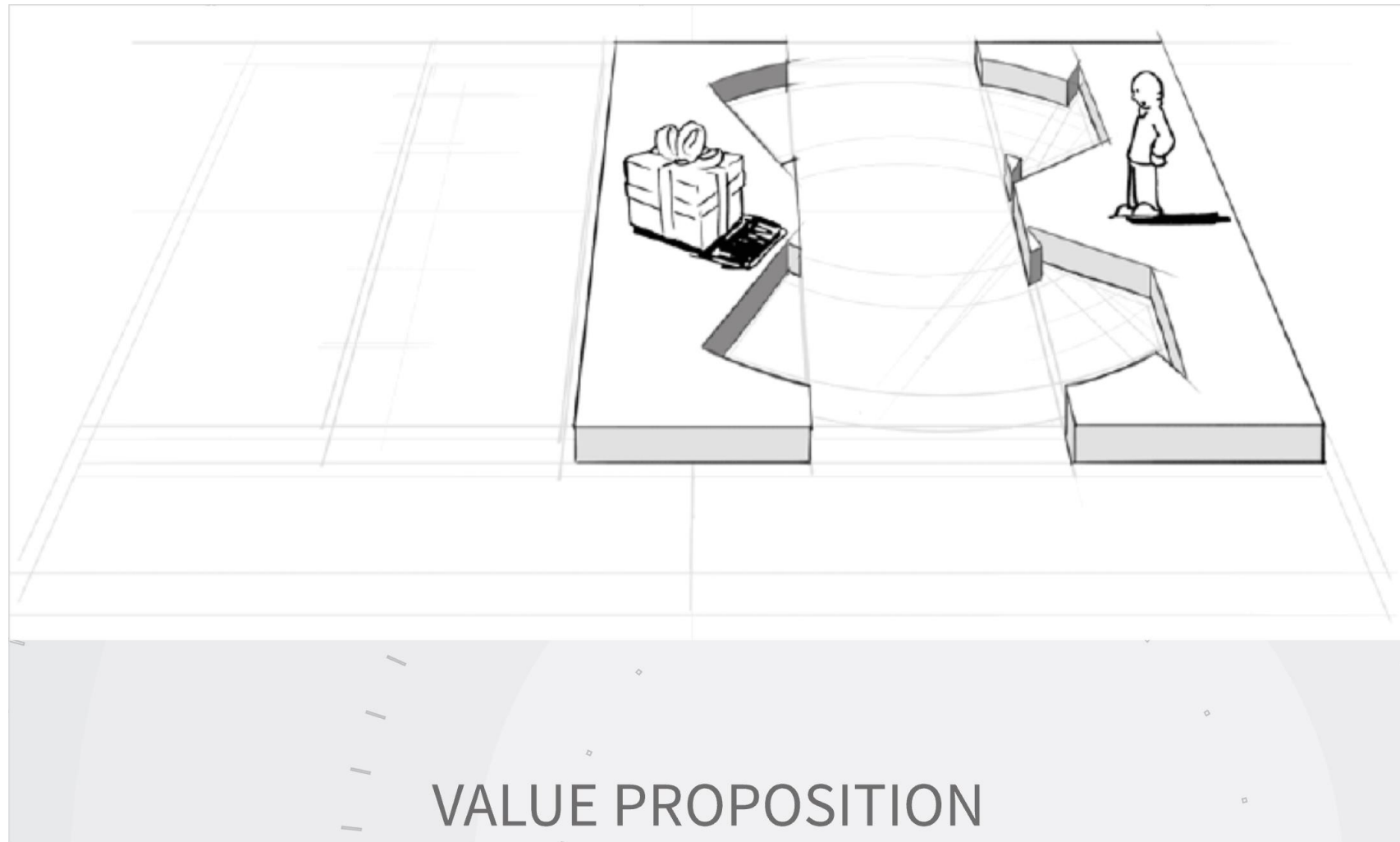


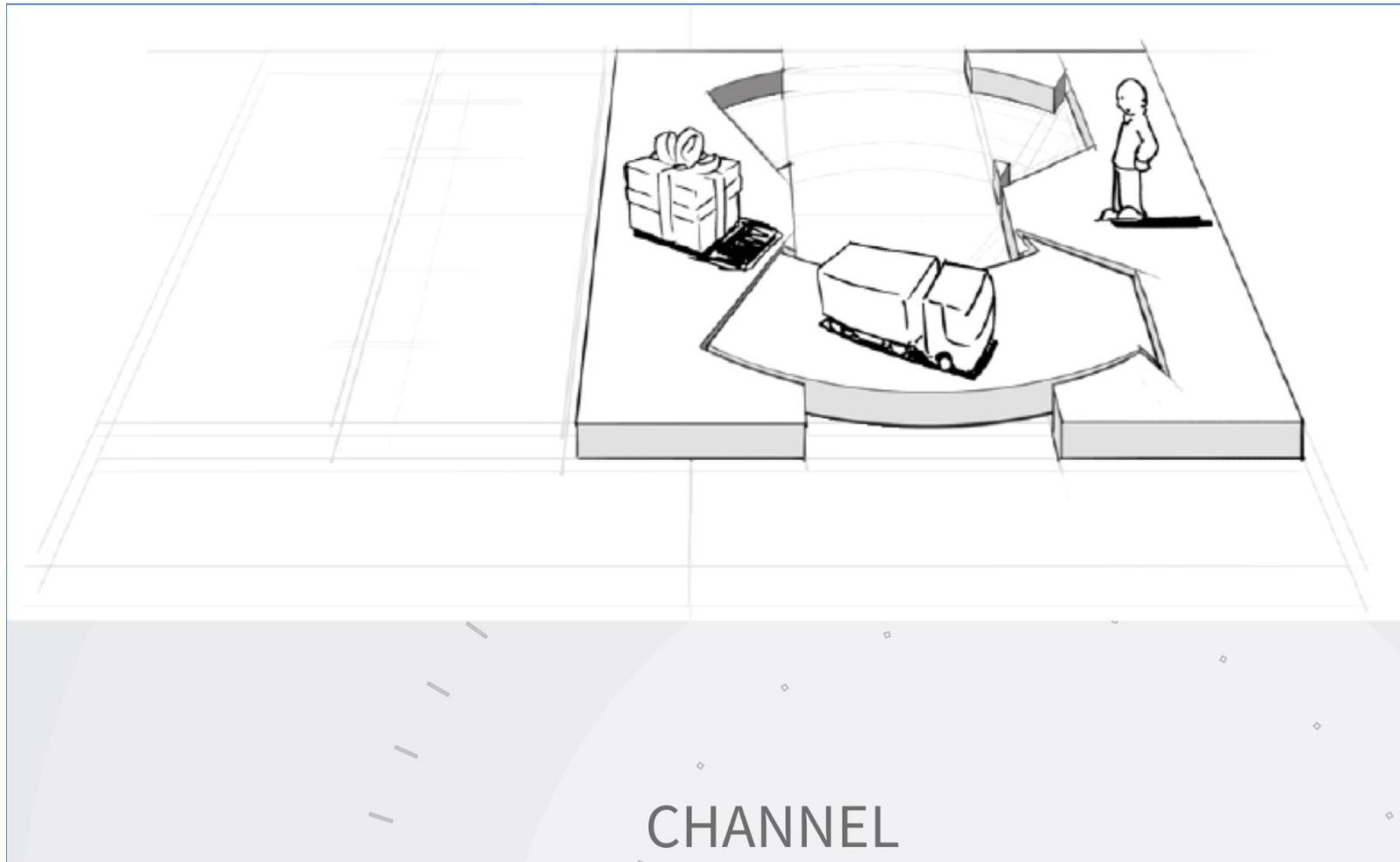
A business model shows the logic of how a company intends to make money

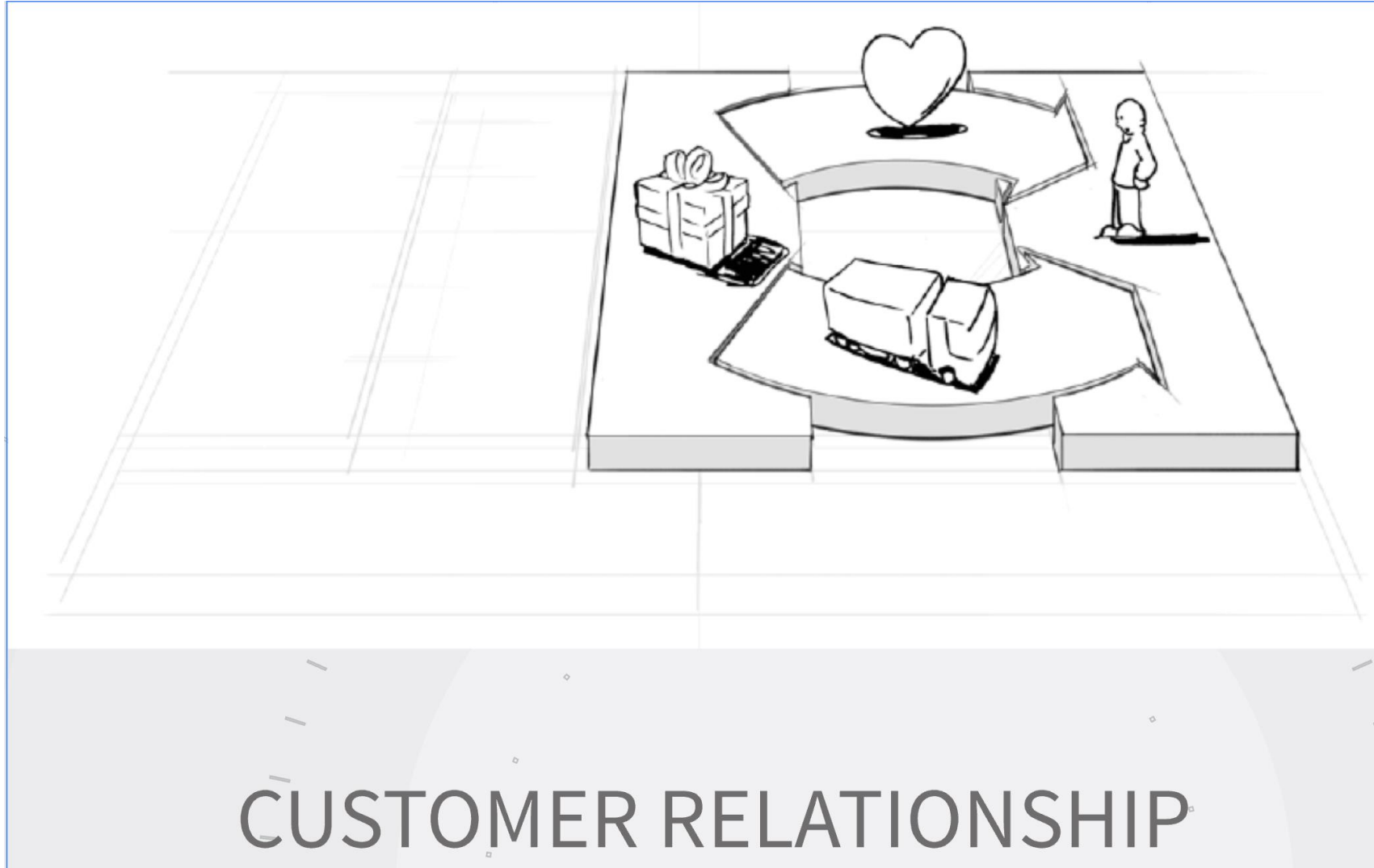




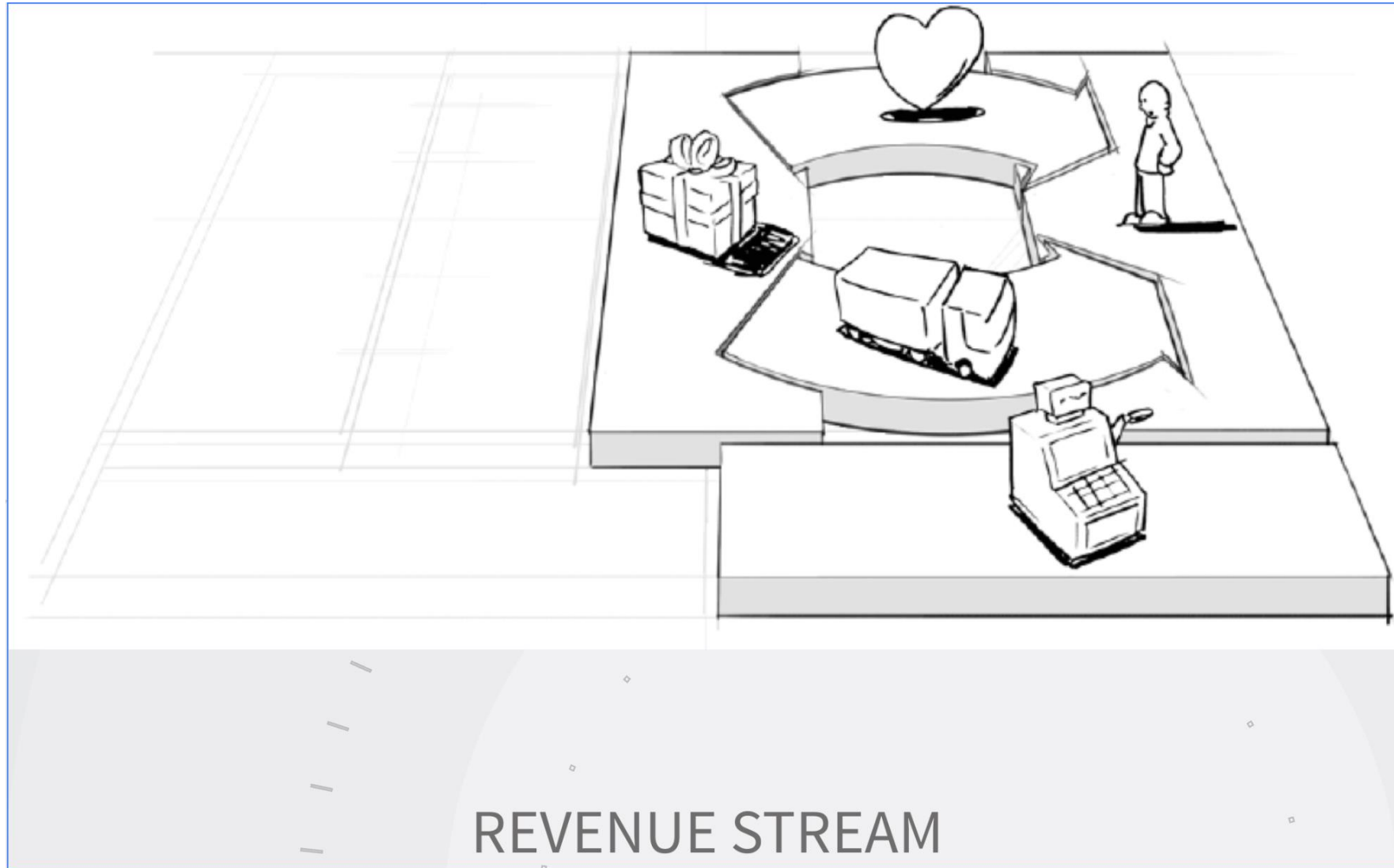
CLIENT SEGMENTS

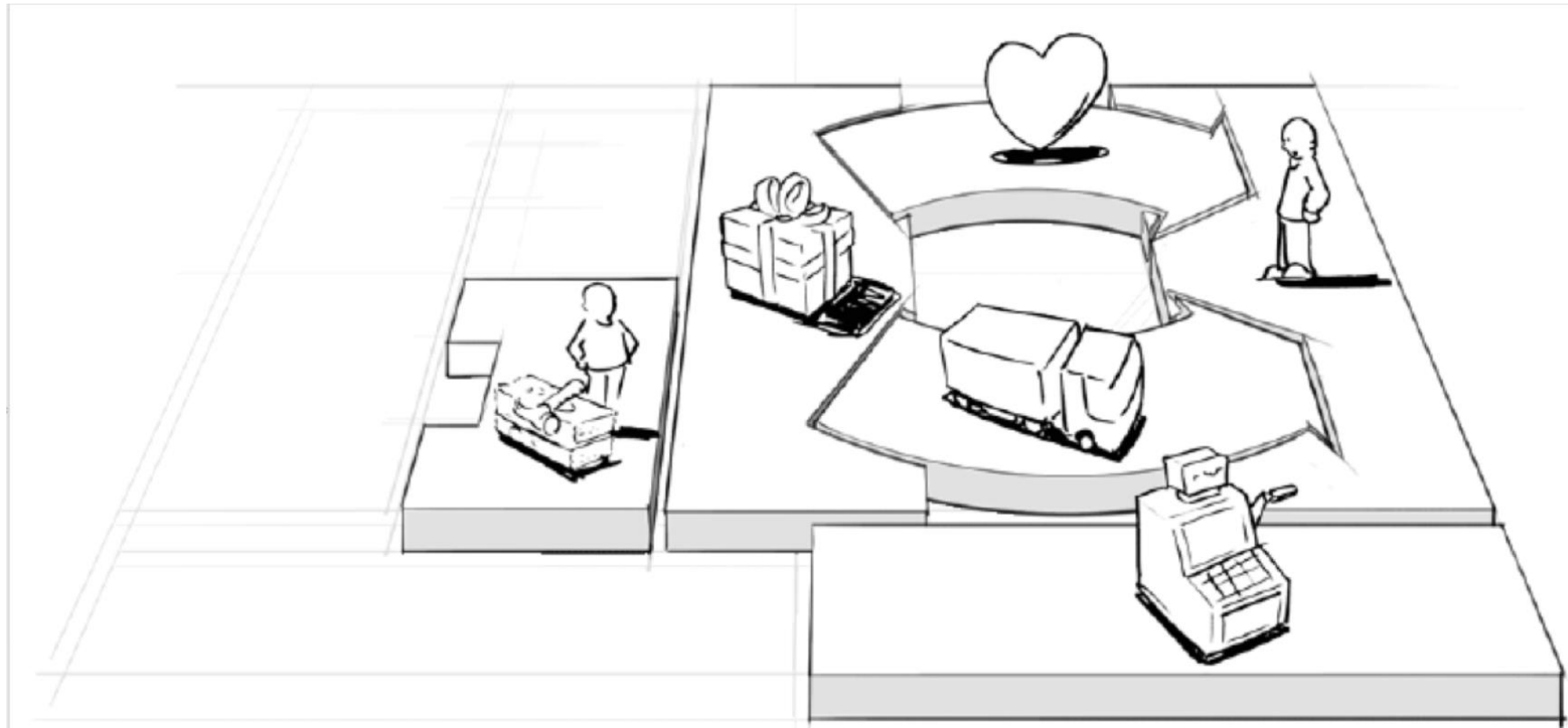






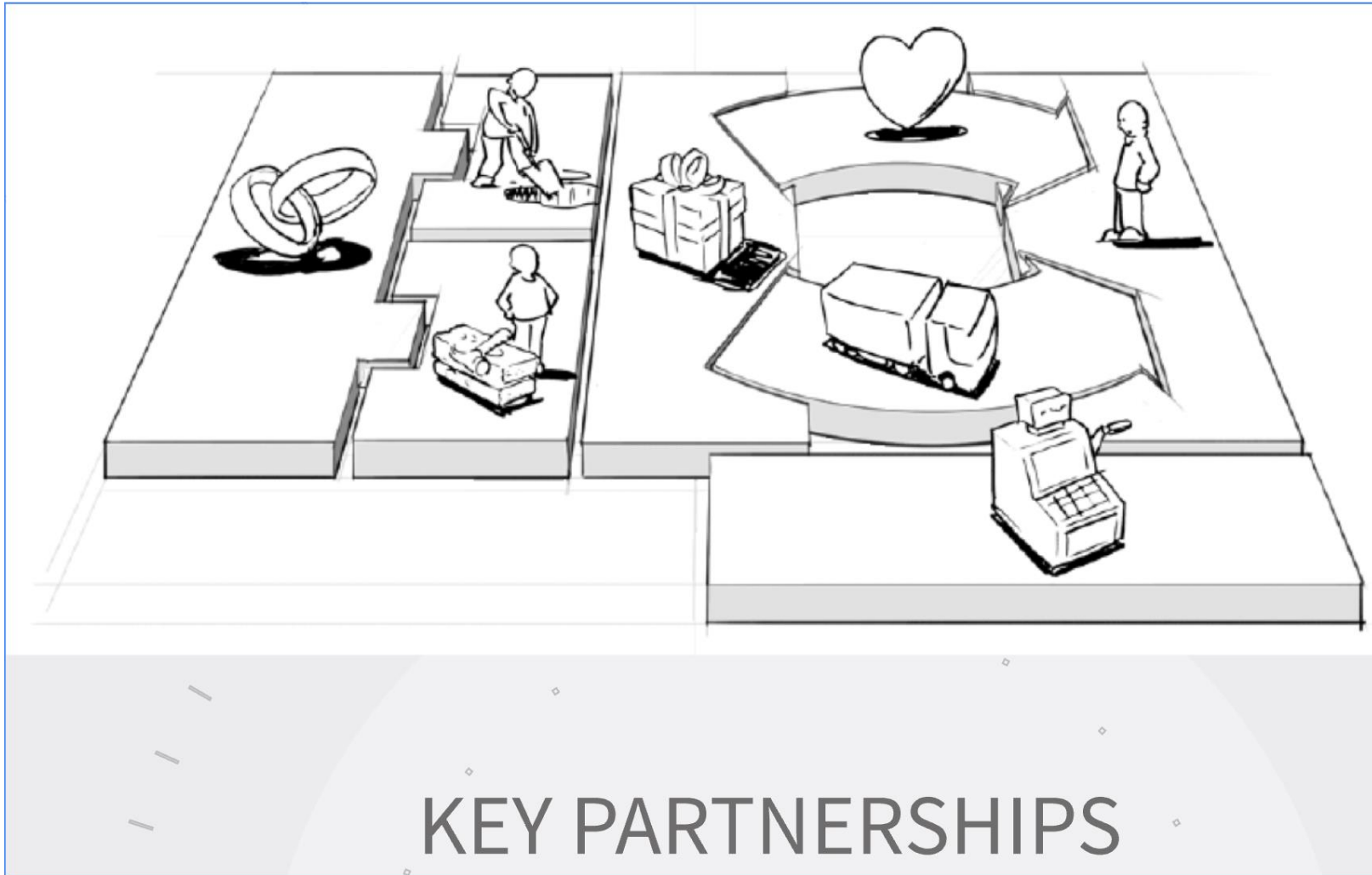
CUSTOMER RELATIONSHIP

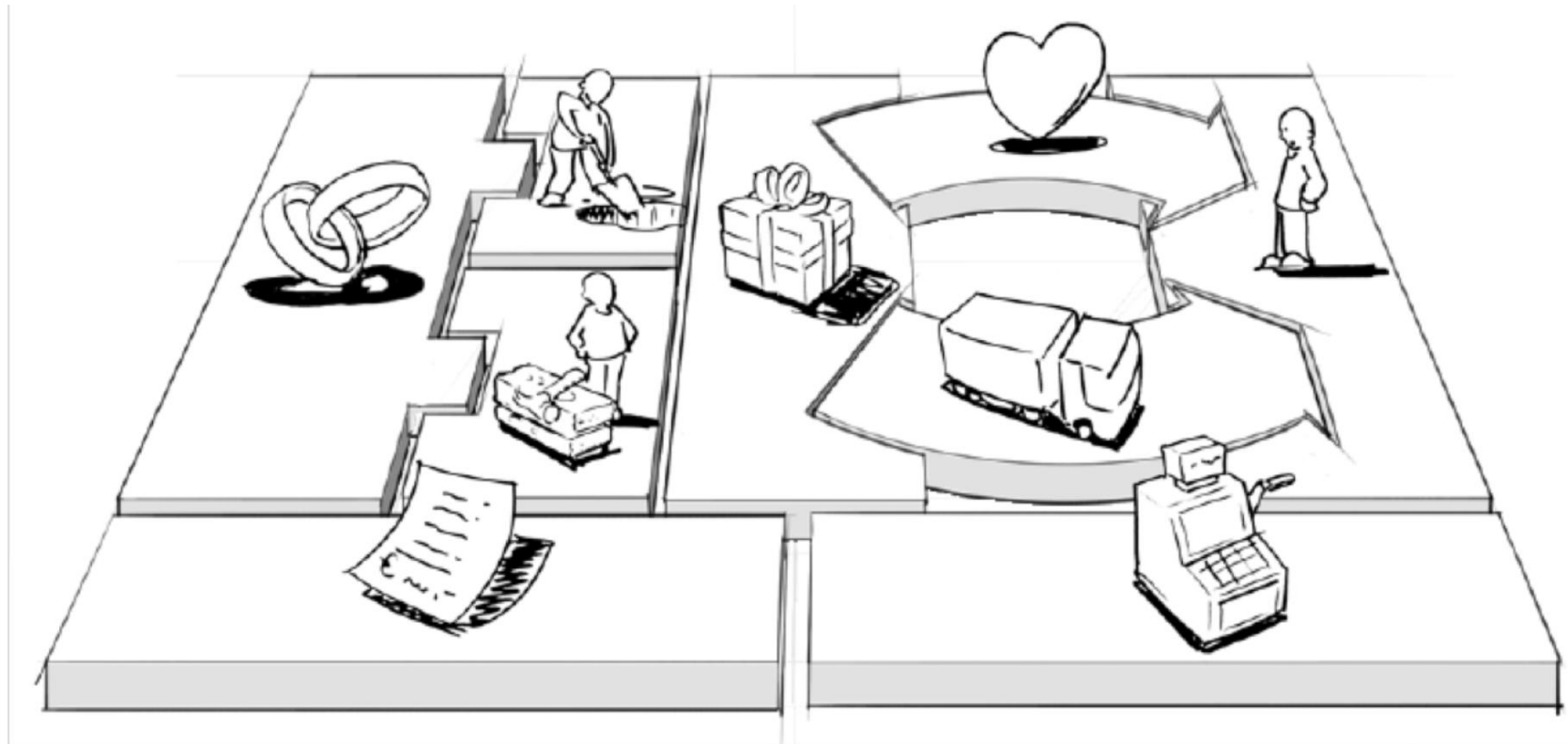




KEY RESOURCES







COSTS STRUCTURE



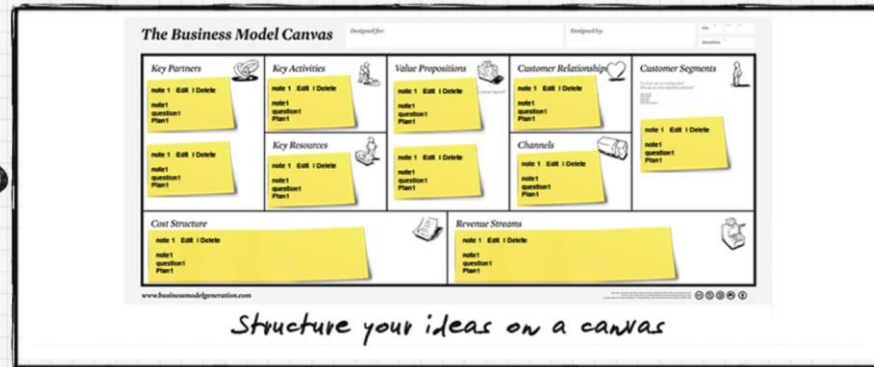
Lean Canvas - Paisatge

(juan.bertolin@espaitec.uji.es)

[Share Canvas](#)
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Problem ? Insert	Solution ? Insert	Unique Value Proposition ? Insert	Unfair Advantage ? Insert	Customer Segments ? Insert
	Key Metrics ? Insert			
Cost Structure ? Insert			Revenue	
Brainstorming Space ? Insert Brainstorm Mode				

Lean Canvas is an adaptation of the [Business Model Canvas](#) made by A



Create your Own Canvas

it's free and easy



Develop Your ideas

Post your ideas on a business model canvas or a customer service journey canvas.

Move notes, finetune ideas and create variations.



Brainstorm together

Share your secret canvas url with your team easily.

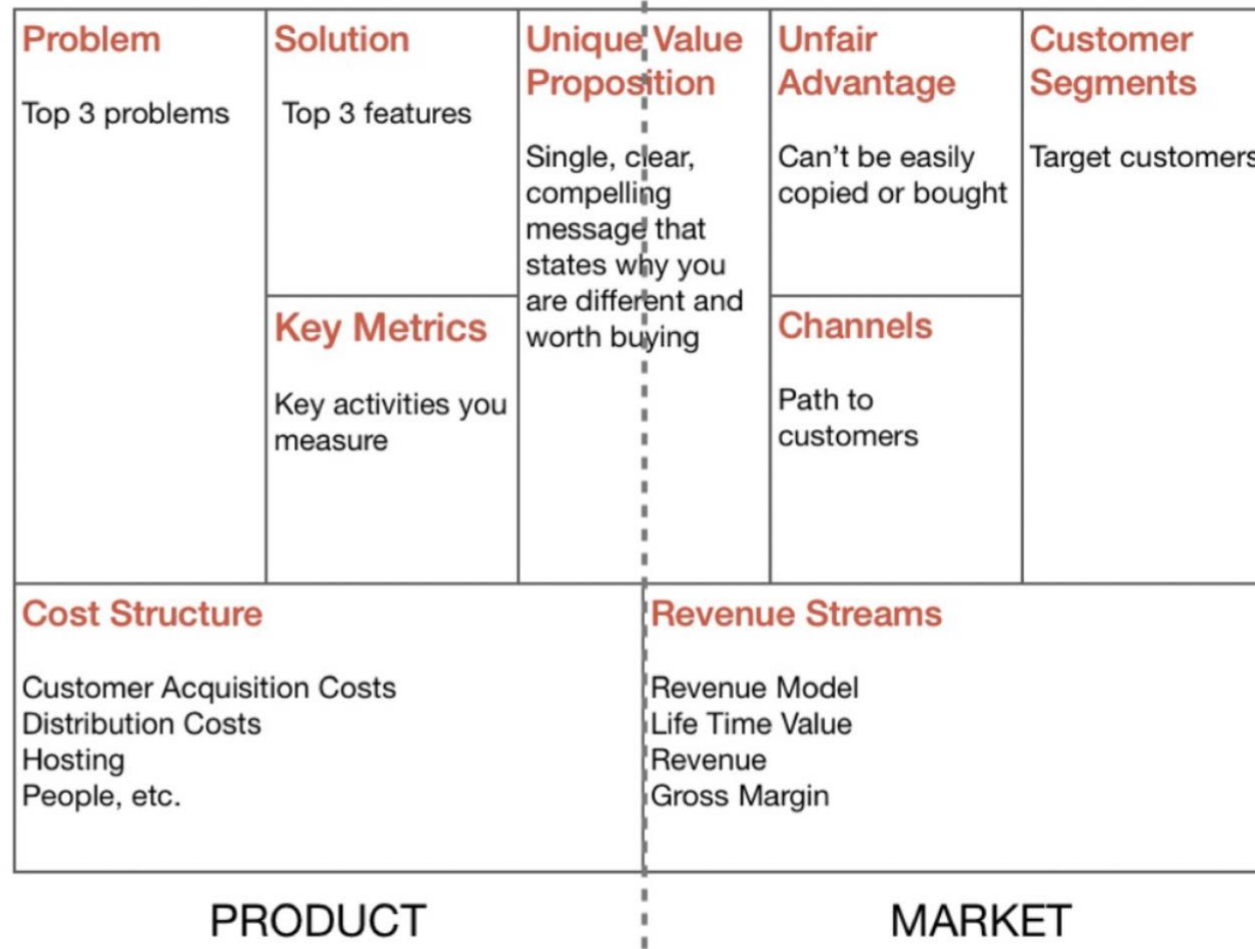
All changes are synced for all users with the same canvas opened.



Define your Strategy

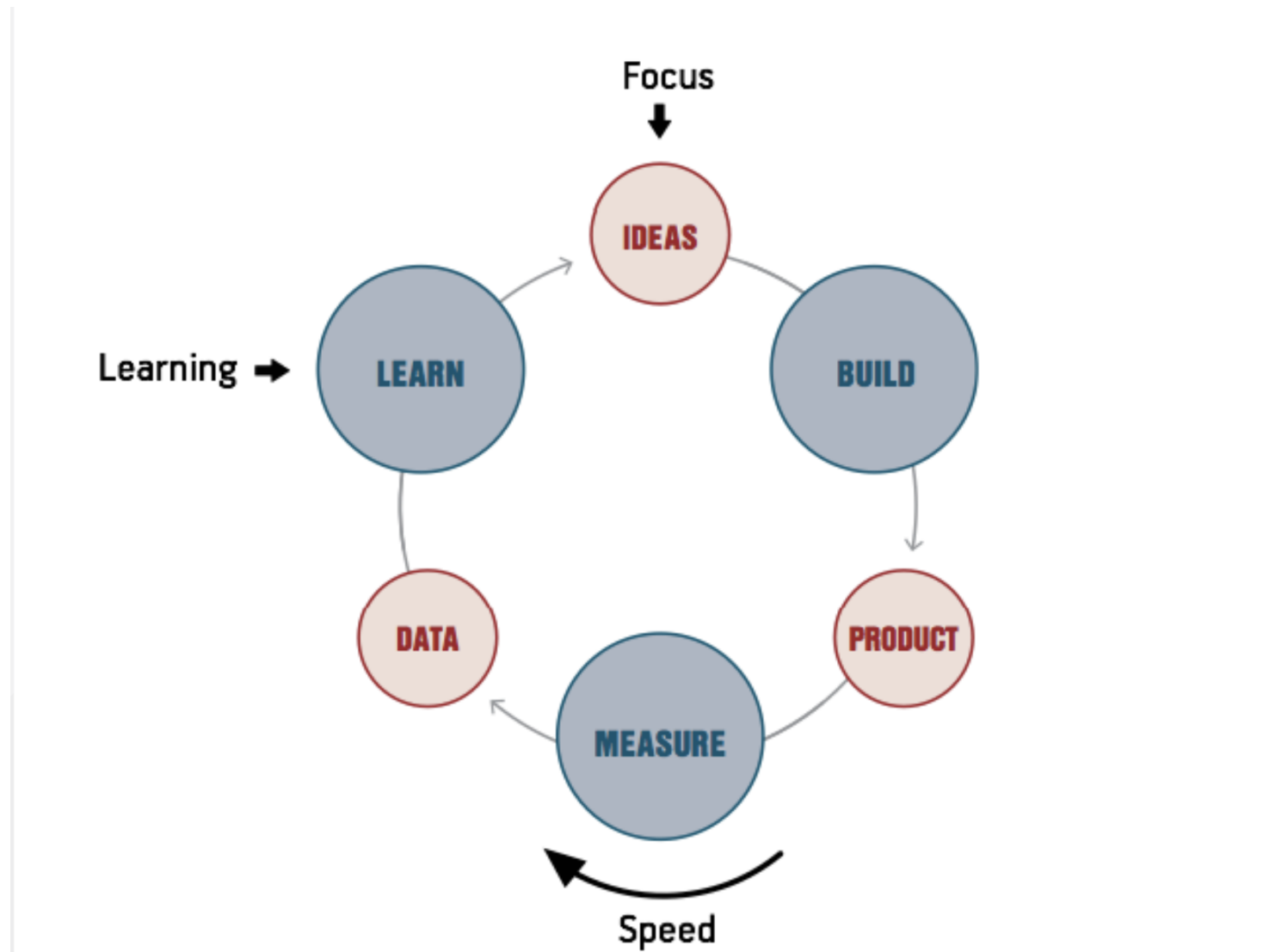
Choose from many pre-structured canvas templates.

Clone canvases and iterate dynamically. Post read-only for public feedback on blogs.



Lean Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.

- Centered on entrepreneur
- Taking into account STARTUP uncertainty
- Centered in problem/challenge and solution



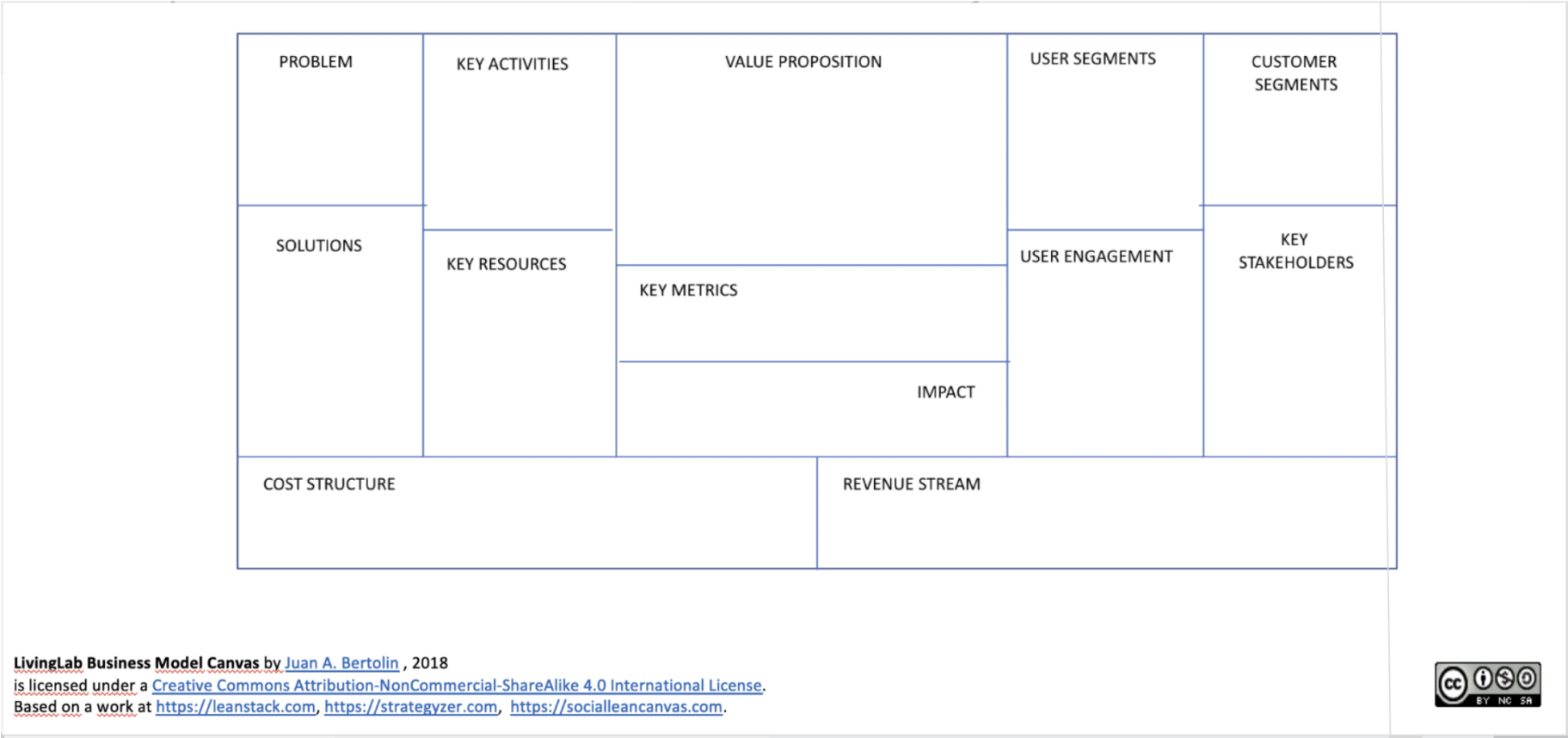
Social Lean Canvas

Yeoman / Moskowitz



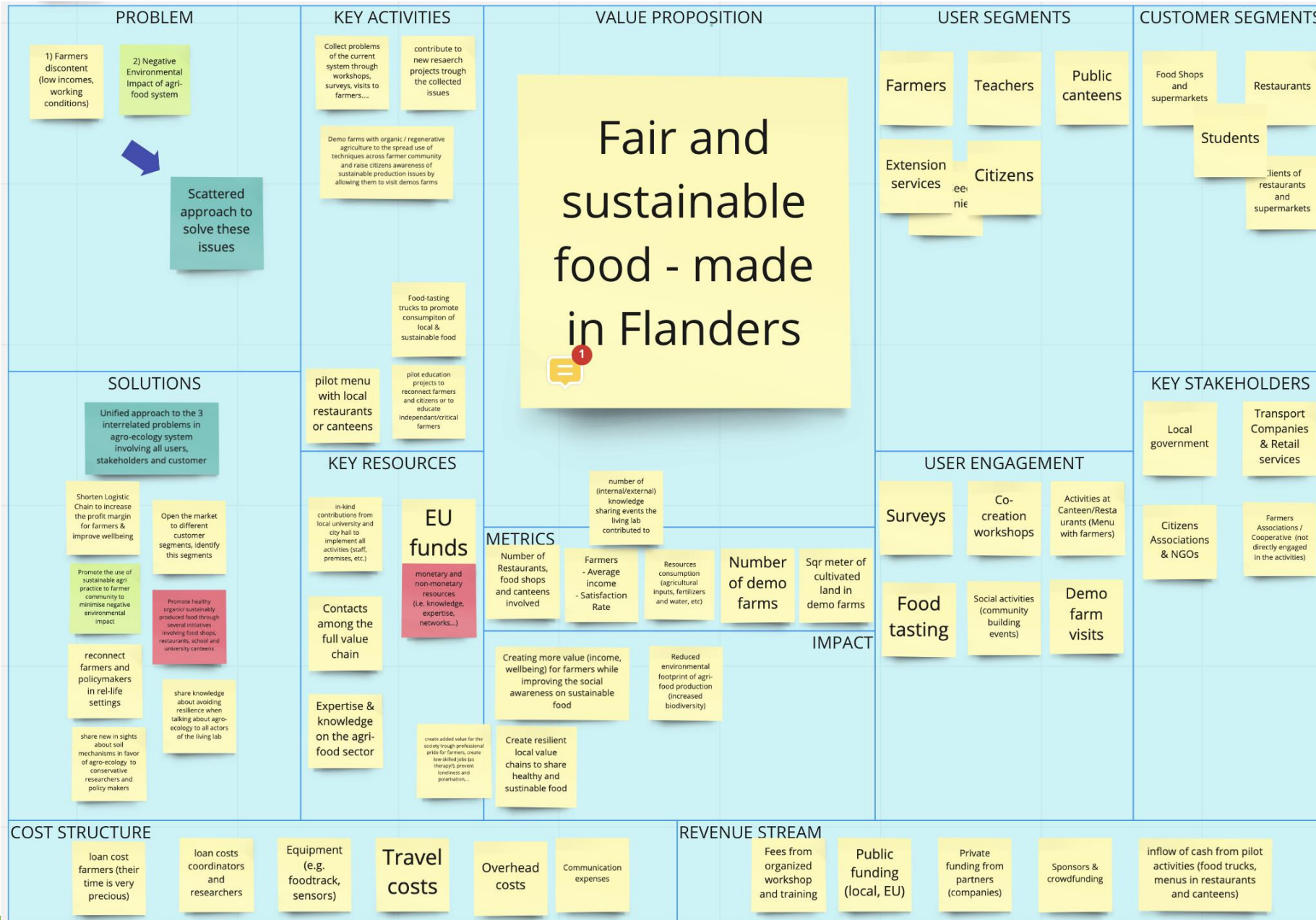
WHEN SOCIAL IMPACT IS RELEVANT

LivingLab Business Model CANVAS (LIAISON)



Some Real Examples...





LivingLab Business Model Canvas (LIAISON)



Livinglab to foster the participation of citizens in their cities:

<p>PROBLEM</p> <p>Cities are designed for citizens but are done without their involvement/voice</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Run cocreation workshops 2. Pilot projects & iterate as needed 	<p>VALUE PROPOSITION</p> <p>Uncover the value of citizen involvement in city design</p> <p>(Saving on consultant fees, future renovation costs, etc)</p>		<p>USER SEGMENTS</p> <ol style="list-style-type: none"> 1. Municipality (urban planners) 2. Citizens 	<p>CUSTOMER SEGMENTS</p> <p>Citizens of all ages</p>
<p>SOLUTIONS</p> <p>Use living lab to reflect the benefits of a human-centric approach to urban planning</p>	<p>KEY RESOURCES</p> <ol style="list-style-type: none"> 1. Livinglab staff 2. 5G network 	<p>KEY METRICS</p> <ol style="list-style-type: none"> 1. Citizen Happiness 2. Impact on Wellness 	<p>USER ENGAGEMENT</p> <ol style="list-style-type: none"> 1. Co creation Workshops & Interviews for open ended quesitons 3. Digital Survey for closed eneded questions 	<p>KEY STAKEHOLDERS</p> <ol style="list-style-type: none"> 1. Municipality (urban planners) 2. Citizens 3. Startups 	
<p>COST STRUCTURE</p> <p>2 staff, marketing expenses, maintenance on infrastructure</p>			<p>REVENUE STREAM</p> <p>Cost to be covered by service charge to corporates for using living lab to pilot smartcity technologies</p>		

LivingLab Business Model Canvas (LIAISON)

Livinglab related to design a mechanism to create new Jobs for the Future



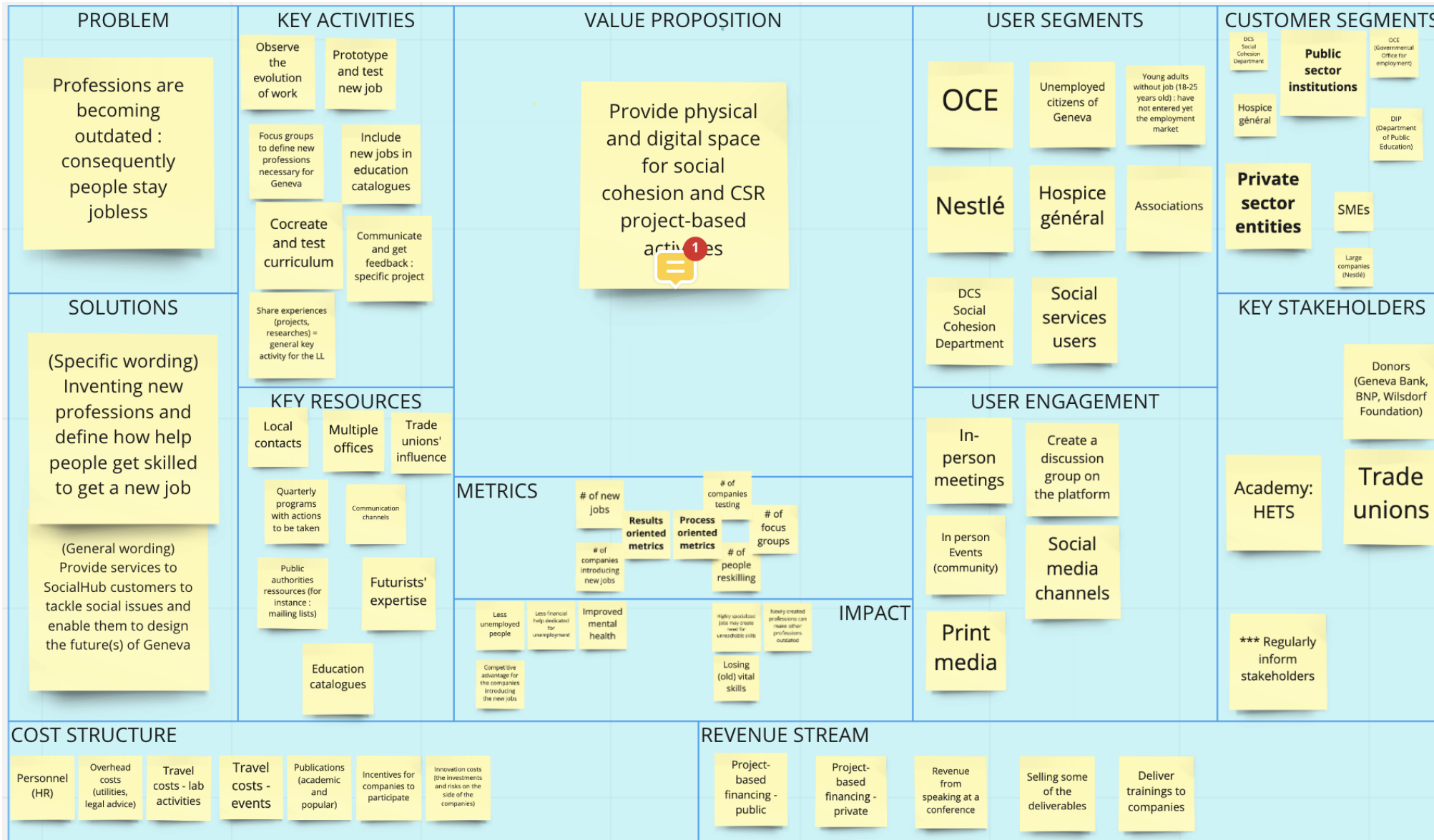
PROBLEM The gap between education and the needs of flexible and resilient future Job professionals	KEY ACTIVITIES Research Meetings Development of co-created education Development of tools Testing, reframing	VALUE PROPOSITION Sound HR-policy, Flexibility and future resilient employees Cost-reduction Return on investment Better well-being for personnel, Increased regional appeal (for company and inhabitants)	USER SEGMENTS Academia en other vocational education, Government (local, regional) Companies Unemployed and employees	CUSTOMER SEGMENTS NSE and Industry, Municipalities and Regional government, Job centres, Employment agencies, Health institutes (non-profit organizations)
SOLUTIONS Provide flexible and tailor-made education with co-creation with all stakeholders	KEY RESOURCES Education on the job Trainees Human capital Knowledge Financial impulses (RIF, CO-financing)		KEY METRICS Decrease in costs, Well-being in the region Data-base of compatible employees Well-being Positive business climate Regional economical growth IMPACT	USER ENGAGEMENT Meetings Research Co-creation Testing Feedback and feedforward
COST STRUCTURE Co-financing (monetary, in kind and human capital) To be defined (data structure, facilitation) with all stakeholders		REVENUE STREAM Circular financial revenue stream		

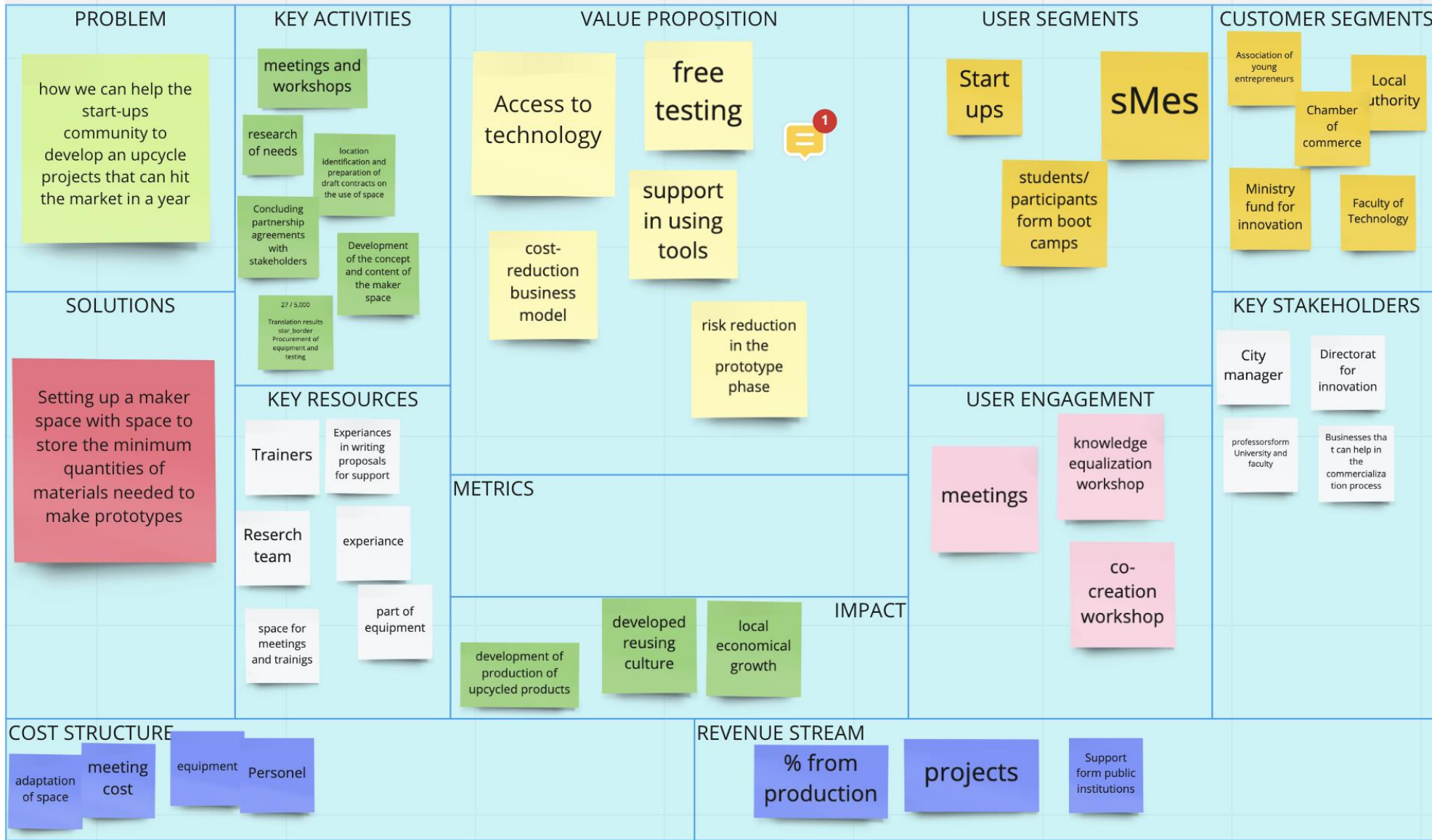
LivingLab Business Model Canvas (LIAISON)

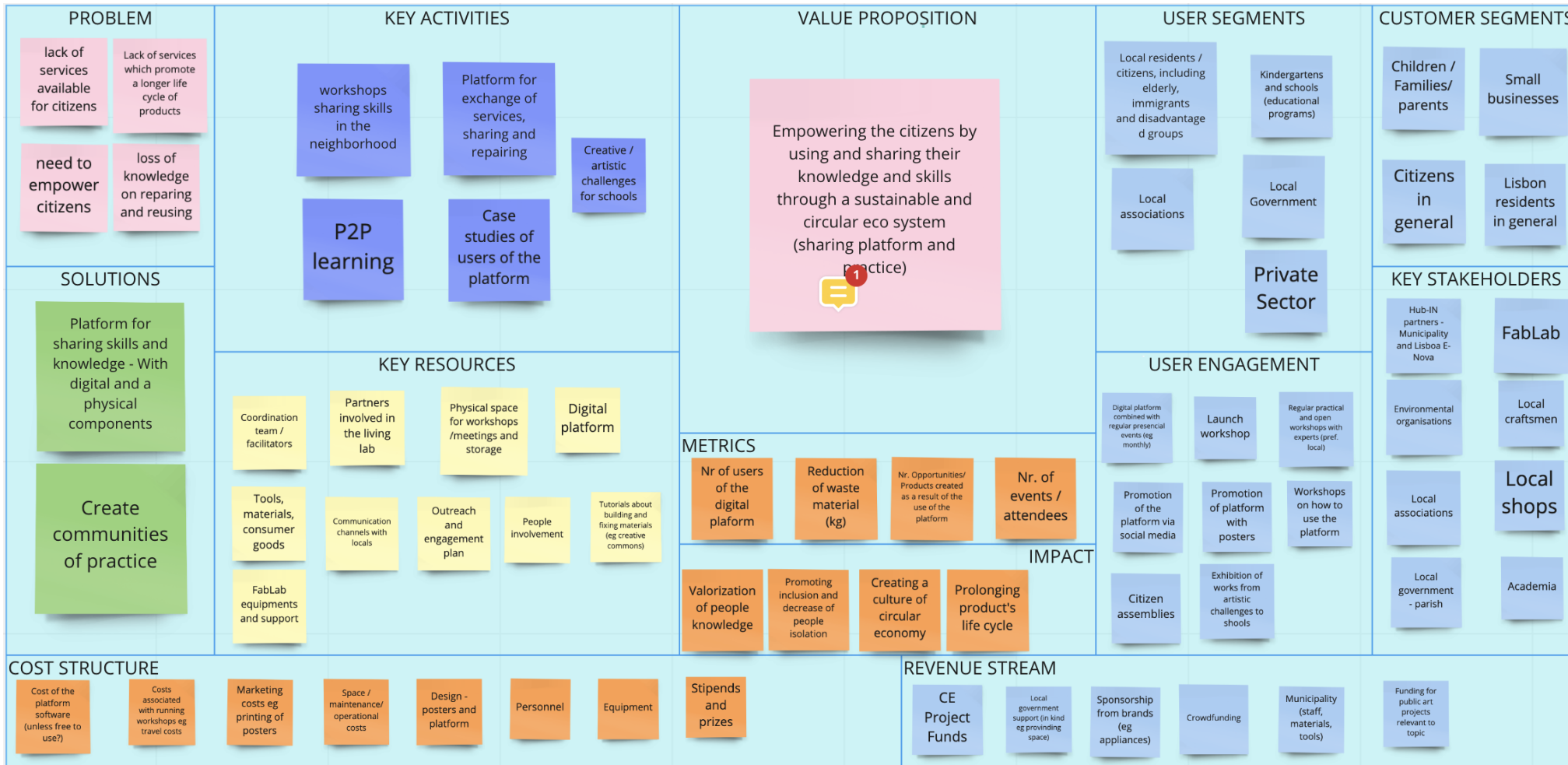


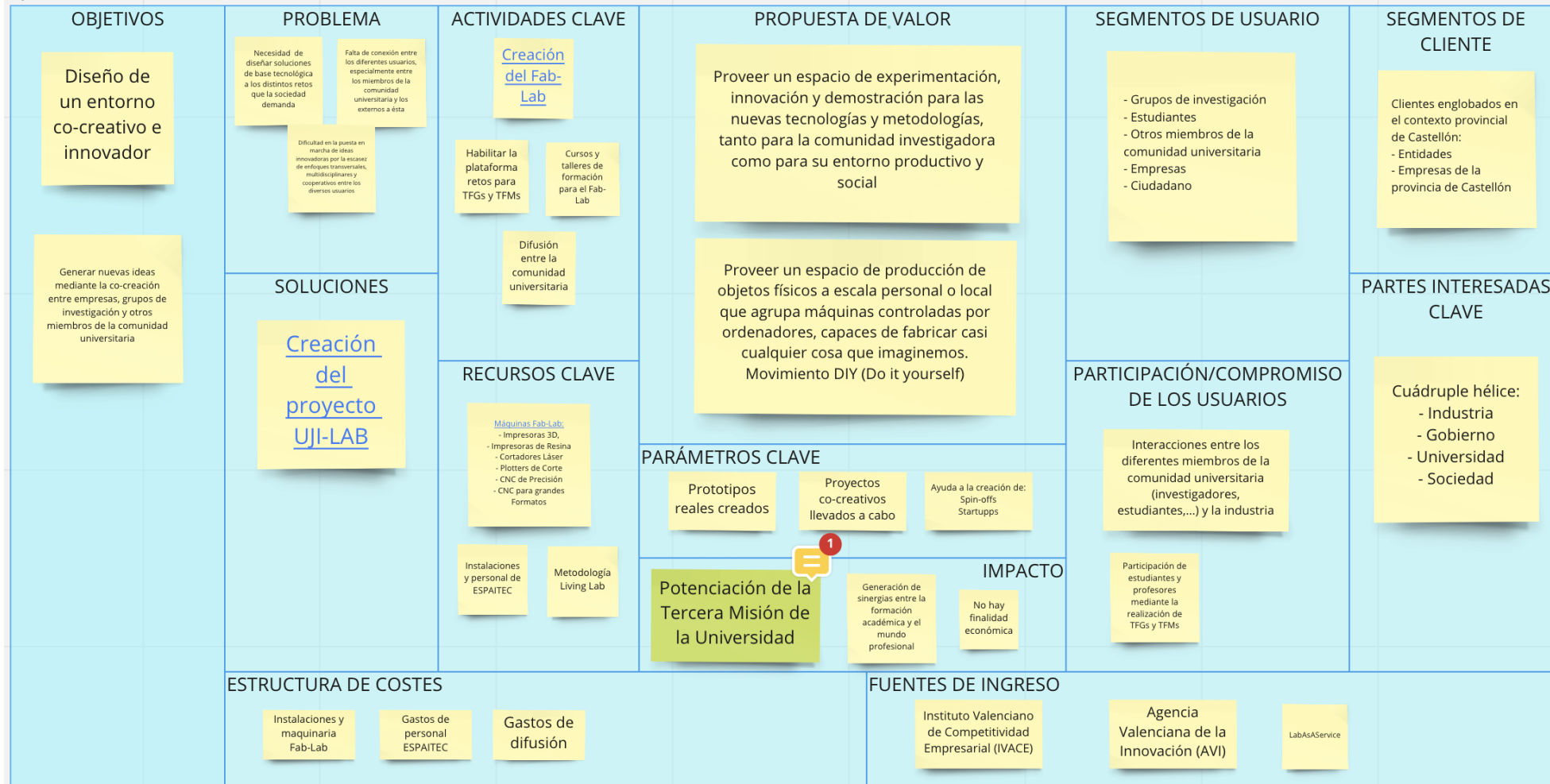
Livinglab related to Care

<p>PROBLEM Verify products and solutions so that they can be buses in healthcare</p>	<p>KEY ACTIVITIES Workshops, in house testing with users, testing at partners, real life testing</p>	<p>VALUE PROPOSITION Help Startups and SMEs that need help with testing during their innovation process to develop Smart health Care solutions and services. - User panel - Co creation tools and labs - Knowledge and network</p>	<p>USER SEGMENTS Elderly 65+ and their families, health care workers</p>	<p>CUSTOMER SEGMENTS Start ups SMEs</p>
<p>SOLUTIONS Provide tests: Consept testing, Market fit, Real life testing, Health dataand interoperability testing</p>	<p>KEY RESOURCES Project managers, nurse, labs, network, user panel</p>	<p>KEY METRICS 50 compaignies using our lab, User panel 100 elderly + health workers</p> <p>IMPACT Testing with users to reduce cost and risk</p>	<p>USER ENGAGEMENT User panel, Workshops, Testing at their homes, Simulation in lab</p>	<p>KEY STAKEHOLDERS Minicipality, innovation eco-system, Hospitals, Universities</p>
<p>COST STRUCTURE Emploeoes, software, hardware, travel, networking, build and follow up user panel</p>		<p>REVENUE STREAM Selling tests, workshops, projects etc</p>		









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Thank You!

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