

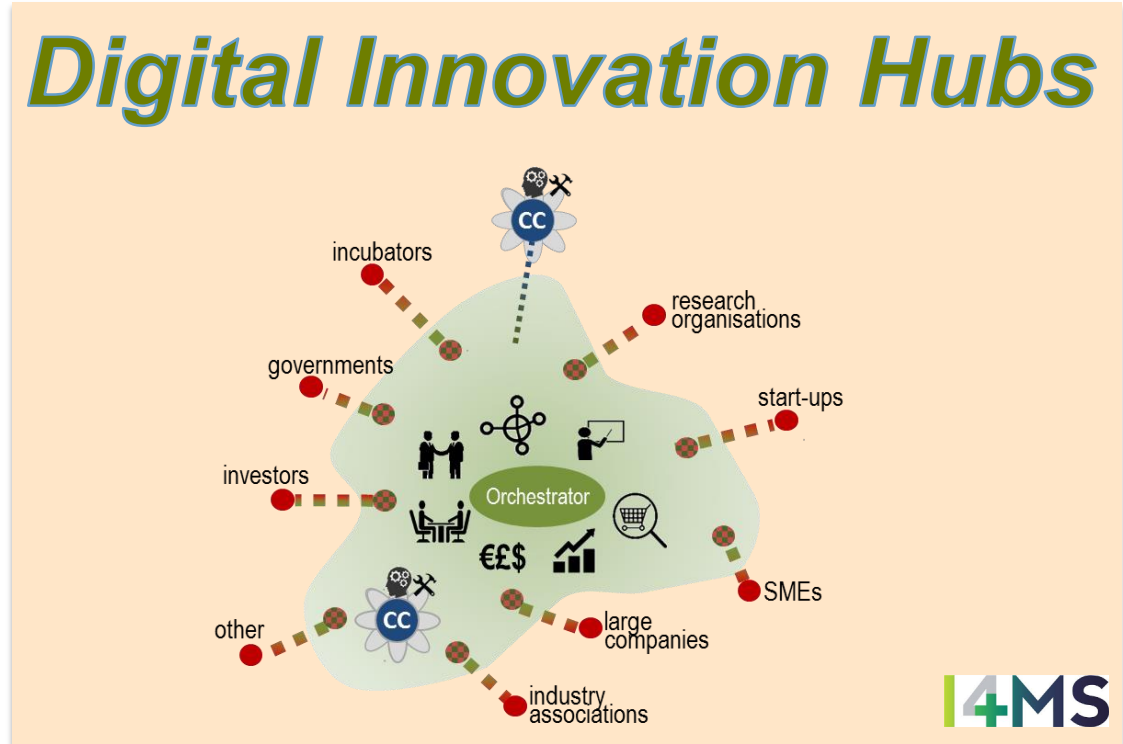


› BUSINESS MODELS FOR DIGITAL INNOVATION HUBS

DEI Working group 2 | Maurits Butter | Govert Gijbbers | February 21st, 2018

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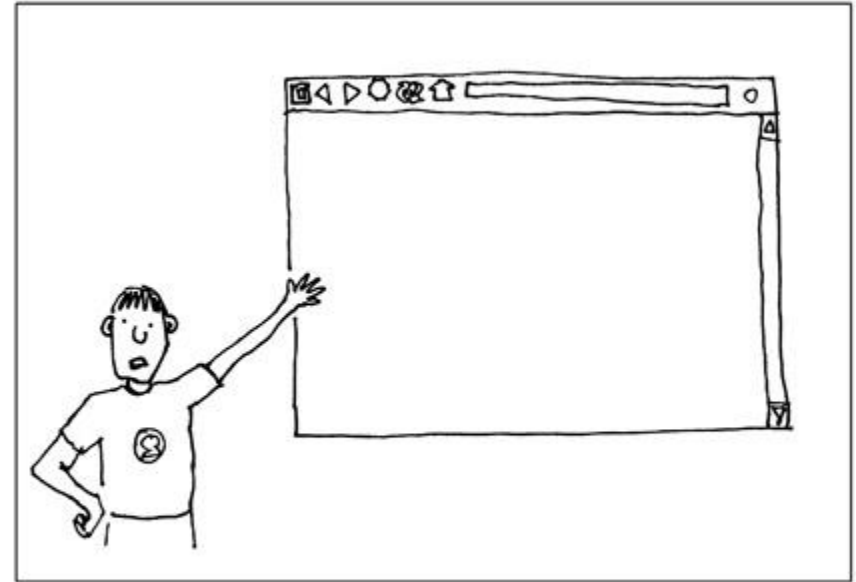
MY INSPIRATION: I4MS -MENTORING PROGRAMME



WHAT IS A BUSINESS MODEL?

How can we make money?

1. Provide a shared language
2. Business logic: How to create and capture value
3. Organizing cooperation among partners

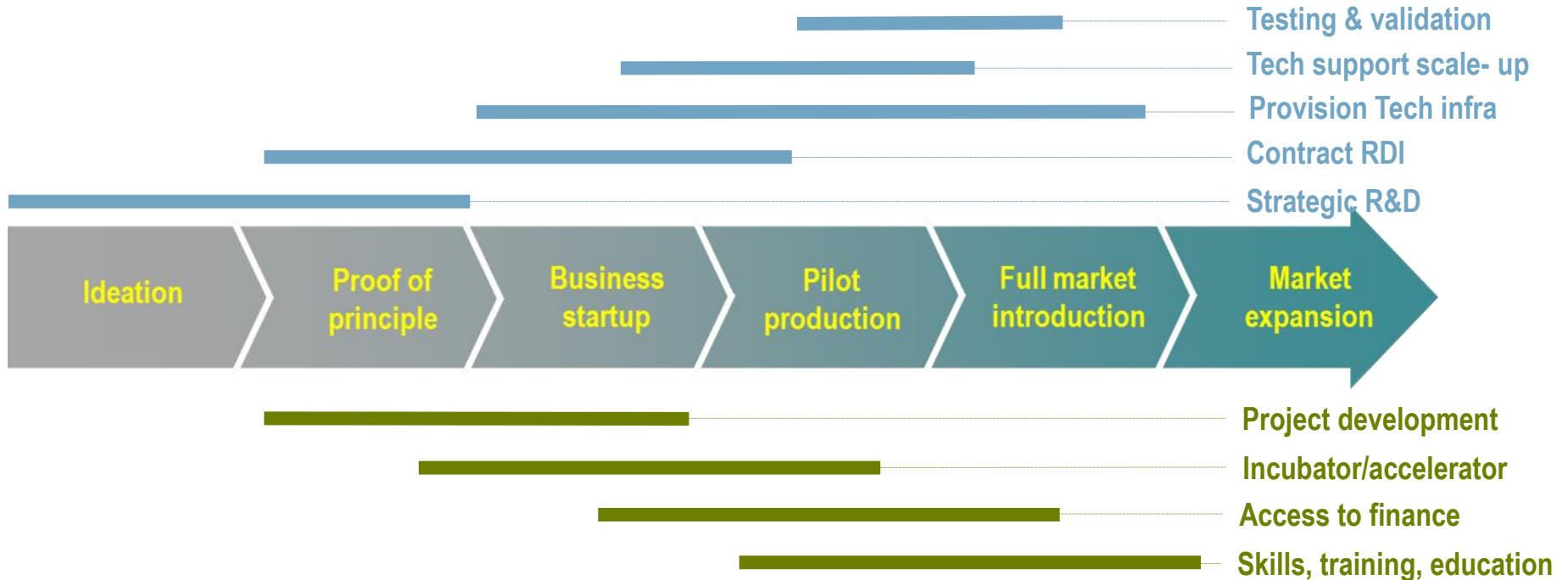


We still need to flesh out the concept, interface, content, feature set, information architecture, use cases and business model, but there's your wireframe. That'll be \$38,000.

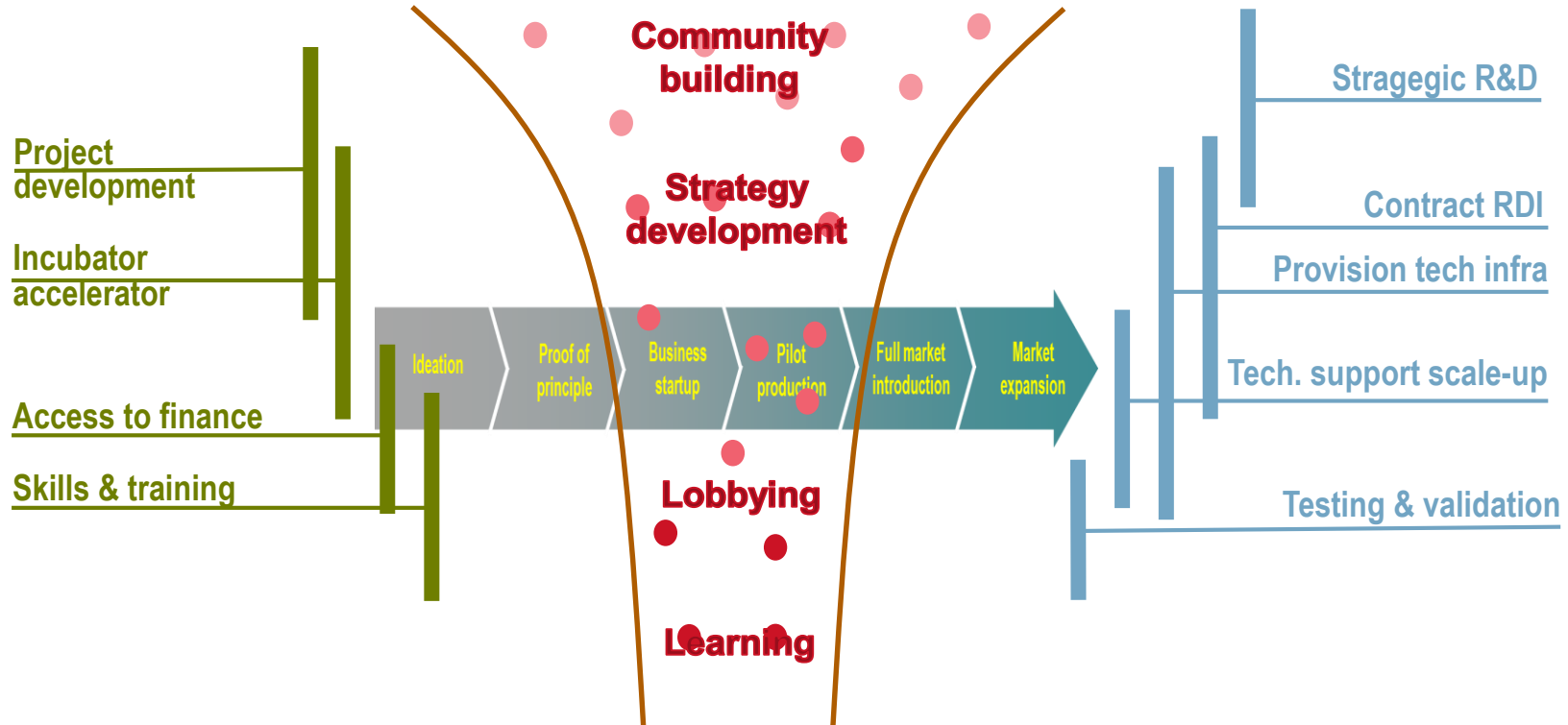
WHAT DO DIGITAL INNOVATION HUBS DO?

| | Service | Activities |
|-------------------|--|---|
| Ecosystem | Community building | Scouting, brokerage, awareness creation, dissemination, ecosystem building |
| | Strategy development | Market intelligence, market assessments, roadmapping |
| | Ecosystem learning | Workshops, seminars to share knowledge and experience |
| | Lobbying | Representing interests during meetings & conferences, organizing (country) visits |
| Technology | Strategic RDI | Joint, pre-competitive R&D, co-funded research (programmatic) |
| | Contract research | Specific R&D, technology concept development, proof of concept, public procurement RDI |
| | Technical support on scale-up | Concept validation, prototyping, small series production |
| | Provision of technology infrastructure | Renting equipment, low rate commercial production, offering platform technology infrastructure |
| | Testing and validation | Certification, product demonstration, product qualification |
| Business | Incubator/accelerator support | Voice of customer, market assessment, business development, consortia building, offering location |
| | Access to finance | Financial engineering, connection to funding sources, investment plans |
| | Skills and education | Courses, workshops, offering technological infrastructure for educational purposes |
| | Project development | Identification of opportunities, creating consortia, development of proposals |

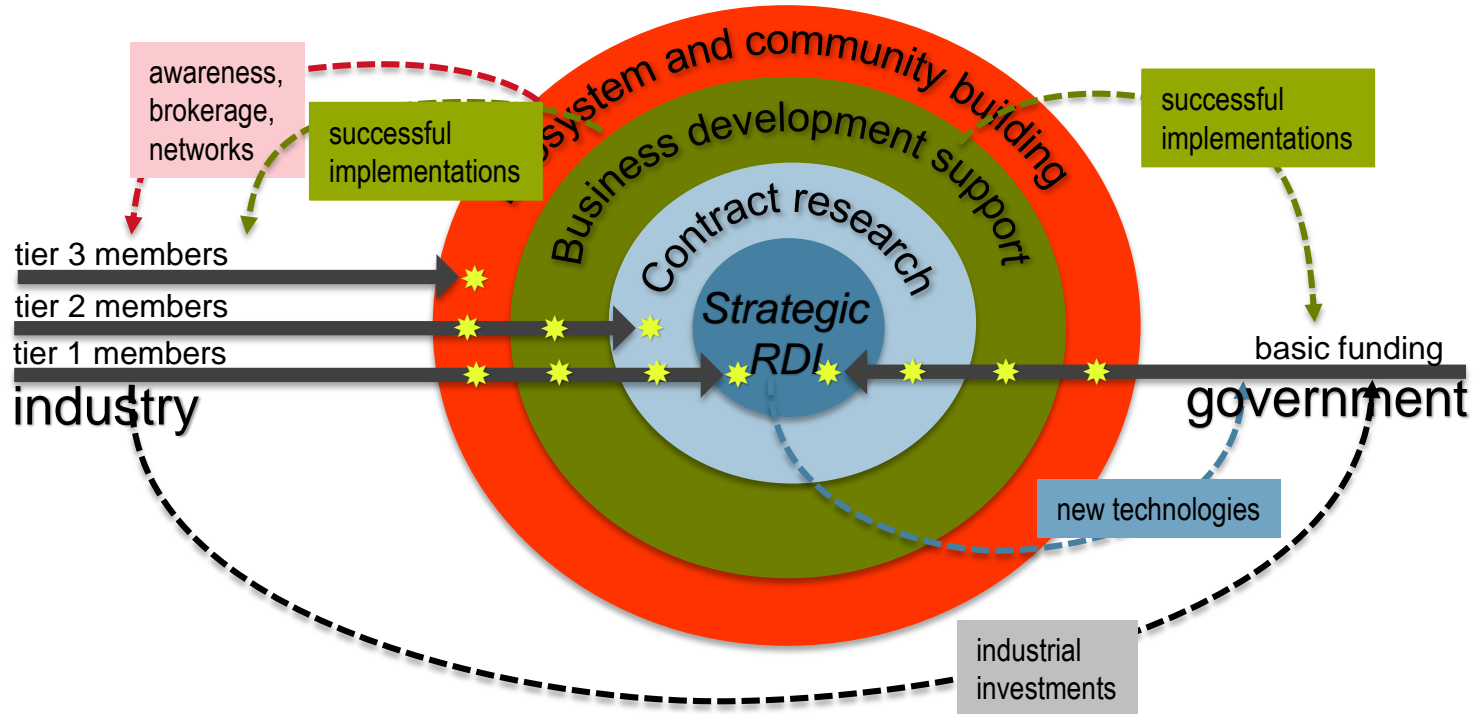
THEY SUPPORT THE INNOVATION CHAIN



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COMBINING ACTIVITIES TO BECOME SUSTAINABLE



THREE TYPES OF CUSTOMERS:

DIFFERENT NEEDS AND WILLINGNESS TO PAY

| Large enterprises |
|---------------------------------|
| Community building |
| Strategy development |
| Ecosystem learning |
| Project development |
| Lobbying |
| Strategic RDI |
| Contract research |
| Technical support on scale-up |
| Provision of tech infra |
| Testing and validation |
| Incubator/accelerator support |
| Access to finance |
| Skills and education |

| SMEs |
|---------------------------------|
| Community building |
| Strategy development |
| Ecosystem learning |
| Project development |
| Lobbying |
| Strategic RDI |
| Contract research |
| Technical support on scale-up |
| Provision of tech infra |
| Testing and validation |
| Incubator/accelerator support |
| Access to finance |
| Skills and education |

| Start-ups |
|--|
| Community building |
| Strategy development |
| Ecosystem learning |
| Project development |
| Lobbying |
| Strategic RDI |
| Contract research |
| Technical support on scale-up |
| Provision of tech infra |
| Testing and validation |
| Incubator/accelerator support |
| Access to finance |
| Skills and education |

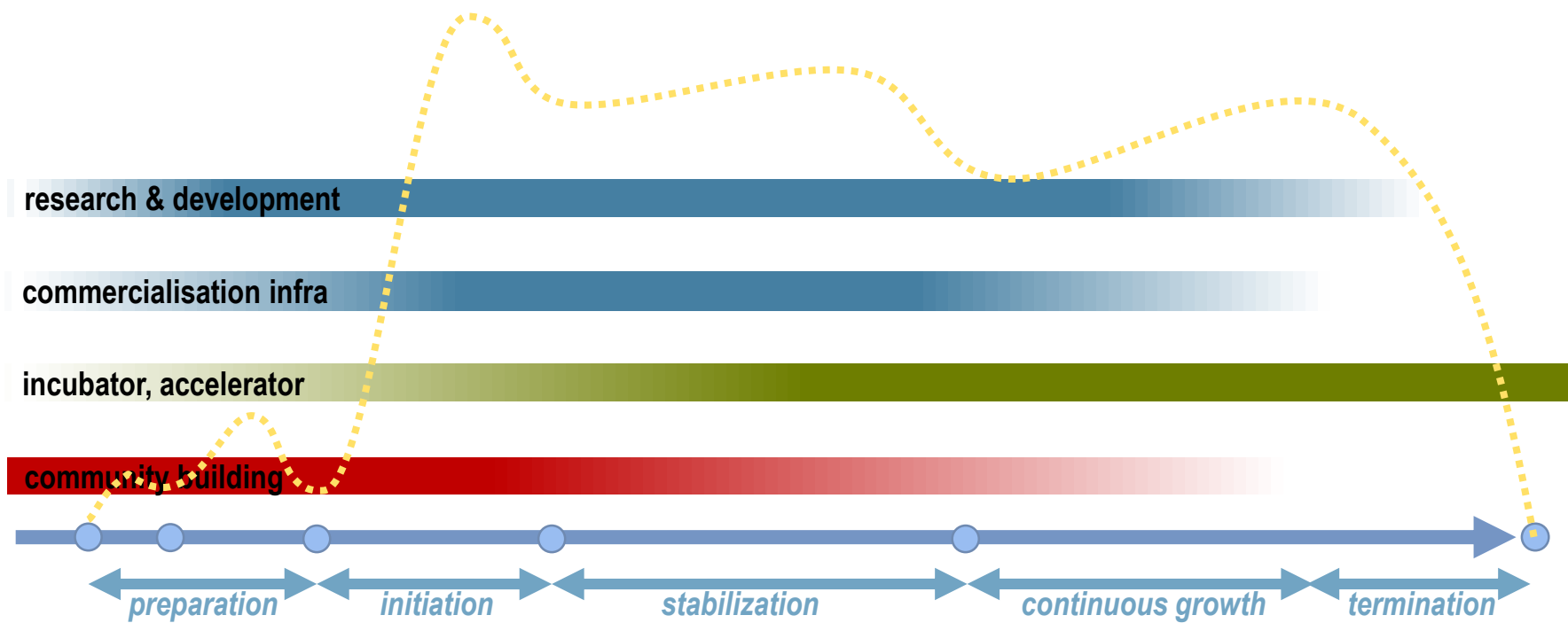
DIFFERENT WILLINGNESS TO SUPPORT

| National |
|-------------------------------|
| Community building |
| Strategy development |
| Ecosystem learning |
| Project development |
| Lobbying |
| Strategic RDI |
| Contract research |
| Technical support on scale-up |
| Provision of tech infra |
| Testing and validation |
| Incubator/accelerator support |
| Access to finance |
| Skills and education |

| Regional |
|-------------------------------|
| Community building |
| Strategy development |
| Ecosystem learning |
| Project development |
| Lobbying |
| Strategic RDI |
| Contract research |
| Technical support on scale-up |
| Provision of tech infra |
| Testing and validation |
| Incubator/accelerator support |
| Access to finance |
| Skills and education |

| European (H2020) |
|-------------------------------|
| Community building |
| Strategy development |
| Ecosystem learning |
| Project development |
| Lobbying |
| Strategic RDI |
| Contract research |
| Technical support on scale-up |
| Provision of tech infra |
| Testing and validation |
| Incubator/accelerator support |
| Access to finance |
| Skills and education |

DIFFERENT SERVICES, DIFFERENT TIMEFRAMES



TO SUM UP:

- › Use a multi-business model approach
 - › Different business lines, different revenue streams
- › Getting to a sustainable approach is patchworking
- › The focus and scope will change over time, as well as the financing
- › Start thinking about all three lines of activities from the beginning onwards!!
 - › Creating a business funnel

THANKS FOR YOUR ATTENTION

Questions & follow-up:

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