



inDemand: Demand driven co-creation for public entities

Co-creation and Business Support Services handbook

TABLE OF CONTENTS

1 Commitments	2
1.1 Goals	2
1.2 Deliverables in a timeline	2
2 InDemand Co-Creation and business support approach	2
2.1 Your inDemand Mentor (inDM)	3
2.2 Expert Coaching	4
2.3 Schedule	4
2.4 Communication Channels	4
3 Preparation: Kick off	4
4 Action	4
4.1 Development Area: Co-creation at the Health Lab	4
4.2. Development Area: Business modelling support	5
4.2.1 Development Area: business model briefing	6
4.2.2 Development Area: Go-to-market strategy and scale up your business	6
4.2.2 Development Area: Funding	6
APPENDIX I, OuluHealth Labs	¡Error! Marcador no definido.

1 Commitments

1.1 Goals

Selected companies (Solvers) are expected to achieve following goals during the 11 months co-creation process:

- Sectorial: Co-create close to market eHealth solution together with healthcare professionals that meets the end users' needs.
- Technical: Development of the Technology readiness level (TRL 7) into commercially ready product.
- Business Model: Development of your business model to scale up the solutions in key markets. These markets might include health care providers at one or several of primary, secondary and tertiary levels domestically and/ or internationally.

1.2 Deliverables in a timeline

- **Updated version of the initially proposed plan.** This document is discussed and agreed with the challenger and supporter and will include the following information: team, responsibilities, calendar - including meetings number and planning-, milestones, deliverables, description of the interactions, as well as how the objectives set in the proposal are going to be evaluated (e.g. KPI, impact, etc.)
- **An Interim Progress Report** at mid-period where the Solver should clearly present the work achieved so far and the planned work until the end of the process.
- **A final report** at the end of the process where the Solver should clearly present
 - the work achieved,
 - highlight of the main feature of the innovative solution
 - the innovative findings: changes and improvements from the co-creation activity and the business support activities
 - A plan for commercialization and next steps, where the Solver should give a roadmap and strategy for the solution to reach the market as well as an updated Business Plan.
 - impact analysis including KPI and achievements, as well as the results on quantified indicator on the economical, clinical and organizational benefits
 - the lessons learned and improvement recommendations for the inDemand support.
- **Cost justification report.**

2 InDemand Co-Creation and business support approach

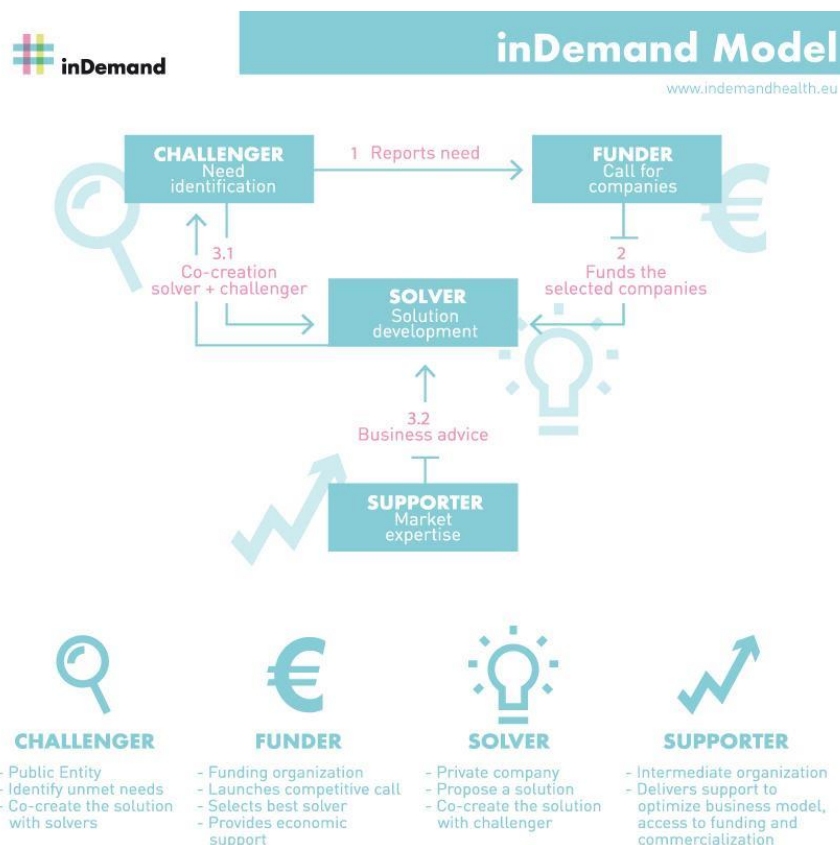
The whole co-creation Programme will last a maximum of 11 months, from 30 May 2019 to 30 April 2020. 4 teams from 4 selected SMEs that requested it and demonstrate sufficient capabilities and maturity level, could join the inDemand co-creation and business support Programme. The inDemand co-creation program is non-residential; some collaboration with teams will be done remotely.

The inDemand partners in Murcia Region are:

- Challenger: Servicio Murciano de Salud (SMS)
- Funder: Instituto de Fomento de la Region de Murcia (INFO)
- Supporter: TICBIOMED

Selected teams from the Open Call will become InDemand project Sub-grantees and will be required to sign a Sub-Grant Agreement with the inDemand Funders & Challengers. All documents that need to be submitted are listed in section 3.5. During the Sub-Grant Agreement definition, care will be taken to establish the milestones that each team is committing to fulfil the proposal, to ensure the alignment of deliverables and milestones. The proposal sent to this call by the SME will become an attachment to the Sub-Grant Agreement.

Once all the administrative formalities are ready, teams will be able to benefit from all the inDemand key actions: co-creation with healthcare organizations and business support.



As a first step, the **co-creation will be managed (3.1 in the figure)**. Supporter organization enhance the collaboration between awarded companies and healthcare organizations. Challenger -Healthcare organizations- will discuss functional, organizational and technical information to give an ideal start to co-create Digital Health Solutions of the future. Solvers will receive valuable insights to the practical healthcare context to ensure demand-driven approach and gain advantage to competitors. During the co-creation, SMEs will interact with the healthcare professionals.

Secondly, SMEs will receive **practical business support (3.2 in the figure)** as well as some other issues important in the health sector, such as patient privacy, from Supporter and Challenger organisation. This includes business modelling support based on Lean Start-up/Customer development principles. SMEs are given information regarding relevant private and public funding opportunities to develop a sound funding strategy beyond the inDemand funding. SMEs will also receive continuous first-hand information about the suitable industry-related events, fairs and exhibitions as well as the most potential Investment forums. They will also benefit from high level workshops, coaching with mentors, testimonials from more mature companies and training towards fundraising.

Finally, the Direct Funding will be managed. It is perceived as an investment to help SMEs to achieve their planned milestones.

2.1 Your inDemand Mentor (inDM)

An inDemand mentor (inDM) will be assigned and will mentor and guide the team through the whole co-creation Programme. inDM belongs to one of the inDemand Partner entities and will be carefully monitoring the project status.

As a first step, he/she will be discussing with the teams and making recommendations to align the services with the specific needs of a given team, helping to setup the best possible service package for each team to deliver its objectives. SMEs will receive practical business support from Supporter organisation. Practical workshops

give boost to Digital solutions with higher market success rate because they have been developed side by side with the potential client.

2.2 Expert Coaching

SMEs will receive practical business support from Supporter organisation. This includes business modelling support based on Lean Start-up/Customer development principles. SMEs are given information regarding relevant private and public funding opportunities to develop a sound funding strategy beyond the inDemand funding. Finally, SMEs receive first-hand information about the suitable industry-related events, fairs and exhibitions as well as the most potential Investment Forums Practical workshops give boost to Digital solutions with higher market success rate because they have been developed side by side with the potential client.

2.3 Schedule

The co-creation and business support period will be between, **30 May 2019 to 30 April 2020**

- Kick off meeting: **30 May 2019**
- Business Modelling support
 - Group training
 - Personalized coaching
- Private funding access
 - Group training
 - Personalized coaching
 - Matchmaking with private investors
- Go to Market and Commercialization support
 - Personalized coaching
 - Matchmaking with new potential customers

2.4 Communication Channels

Most of the activities of the inDemand project will be done through the website: <https://www.indemandhealth.eu/> with regards to general information and news

3 Preparation: Kick off

inDemand will organize a kick off meeting in each region (Murcia, Paris, Oulu) for the companies that are selected to be “Solvers” in the inDemand project. The kick off meeting will be held on **30 May 2019** In the meeting we will go through all practical issues concerning the 12-month co-creation process.

4 Action

4.1 Development Area: Co-creation at the Health Lab

Co-creation is a method of joint ideation and validation in which the different agents involved are recognized for their ability to add value in the creation of a product, process or service. Please note that co-creation is not a clinical trial but rather co-development activity with users or experts.

The planned steps for co-creation are following:

- 1) **Co-creation individual kick-off.** The Challenger arranges a reasonable number of meetings between the awarded Solvers team and Challengers technological department to set the basis to co-create the solution.

- 2) **Co-creation framework definition.** After this exchange Solver shares an updated version of its initially proposed work plan. This document is discussed and agreed with the public entity and will include the following information:
- a) Name of the team involved in the Co-creation with their role
 - b) Subject of the co-creation aligned to the selected challenge
 - c) Exact presentation/definition of the actual functionalities and description of the actual development stage of the innovative solutions.
 - d) Definition of the different roles of users involved in function of the requirements applied and the proportional number of people needed for each role of user.
 - e) A calendar with the aims, milestones, responsibilities, deadlines and deliverables.
 - f) List of the expected Deliverables
 - g) Number of interactions
- 3) **Co-creation implementation.** The Solver interacts with the challenger, more specifically, with the intrapreneur team who proposed the challenge, and the Challenger technological department to co-create the solution further.
- If considered as needed, the challenger identifies the people as key users who are going to participate closely in co-creation with the company.
- The co-creation starts with a meeting involving all the key users and the company with the supervision of the challenger and the open methodology previously agreed between company and challenger.
- 4) **Co-creation follow-up.** When a milestone is reached, a joint assessment takes place and corrective measure, if necessary, are put in place.
- 5) **Co-creation reporting.**
- At the project deadline, the private company delivers the agreed deliverables to Challenger and funder.
 - The Executive team assesses the outputs with the different stakeholders: intra-preneur team, technical department etc. A summary report together with some recommendations regarding next steps is submitted to Management of the public entity. It also exchanges the relevant information with the Funder and the rest of the consortium.
 - If Solver has fulfilled the conditions of the grant, the Funder releases the last phased payment to the company (if that was stated in the funder call)

After the co-creation exercise, the actors would make the following decisions:

1. Challenger: Decision to incorporate the Solver technology into the organization/ or keep on working on solutions.
2. Solver: Decision to pursue further development and commercialization of the solution, regardless of the decision of the Challenger.

Regional testbeds/ co-creation platforms are described in Appendix I, II and III

4.2. Development Area: Business modelling support

SME team has introduced its initial business model design when they have replied to the inDemand Call. This initial business model includes hypothesis such as who are the customers, what features they want, what channel to use, revenue strategy/pricing tactics, how to get/keep/grow customers, strategic activities needed to deliver the product, internal resources needed, partners needed and costs. Various tools (e.g. Business Model Canvas, strategy canvas) will be used in the development and evolvement of the business model.

4.2.1 Development Area: business model briefing

Customer development starts with the key idea that there are no facts inside their building so SMEs must get outside their own offices to test business model hypothesis. During the inDemand co-creation process the business model will evolve based on the valuable customer feedback SMEs receive from the healthcare organisation they've work with. The hypotheses testing emulates the scientific method – pose a business model hypothesis, design an experiment, get out of the building and test it. Take the data and derive some insight to either 1) Validate the hypothesis, 2) Invalidate the Hypothesis or 3) Modify the hypothesis. This agile engineering ensures that SMEs will learn from the potential client what are the most critical elements in developing a successful eHealth solution.

During the project, SMEs are encouraged to get into fruitful dialogue also with other potential clients to learn and understand if there is really a potential for a repeatable, scalable business and to find answers to the following:

- Do we really understand the customer's problem or need?
- Do enough people care about the problem or need to deliver a huge business?
- Will they care enough to tell their friends and grow the business quickly?

The time spent in the field identifying potential clients and learning how to better meet their needs help in gaining relevant networks and creating a potential customer portfolio.

4.2.2 Development Area: Go-to-market strategy and scale up your business

Matchmaking with potential customers will be provided by Business Supporters to SMEs, either directly or via 3rd party initiatives.

One critical and concrete step in bringing your new eHealth solution live is developing an integrated, holistic go-to-market strategy that guide your team in successful marketing execution. It is the plan of organization, utilizing SME's inside and outside resources (e.g. sales force and distributors), to deliver their unique value proposition to customers and achieve competitive advantage.

Aim is to enhance the overall customer experience considering different aspects of the value proposition such as the quality of the product and pricing. Some key questions to be answered include: who will you actively target within the market? What is the product portfolio for the target customers? How much will you charge for the product for the different customers? Where will you promote and sell your products to target customers? A go-to-market template will be provided to SMEs to be completed by the end of the 6 months co-creation period.

4.2.2 Development Area: Funding

In SMEs, the major challenges of growth and internationalization are largely related to financing. But the distinctive features of the industry must also be identified and managed and these features are closely interwoven with business success. As financiers may not be familiar with for example all the financial implications of tightening regulation and compliance requirements it is important to look for investors that are familiar with the healthcare technology field.

Different types of financiers will be needed depending on the needs of a SME. SMEs are given information regarding relevant private and public funding opportunities to develop a sound funding strategy beyond the inDemand funding.