

# I4MS - mentoring and coaching programme

*Looking at business models*

*Maurits Butter*

# Key to the business model: Services

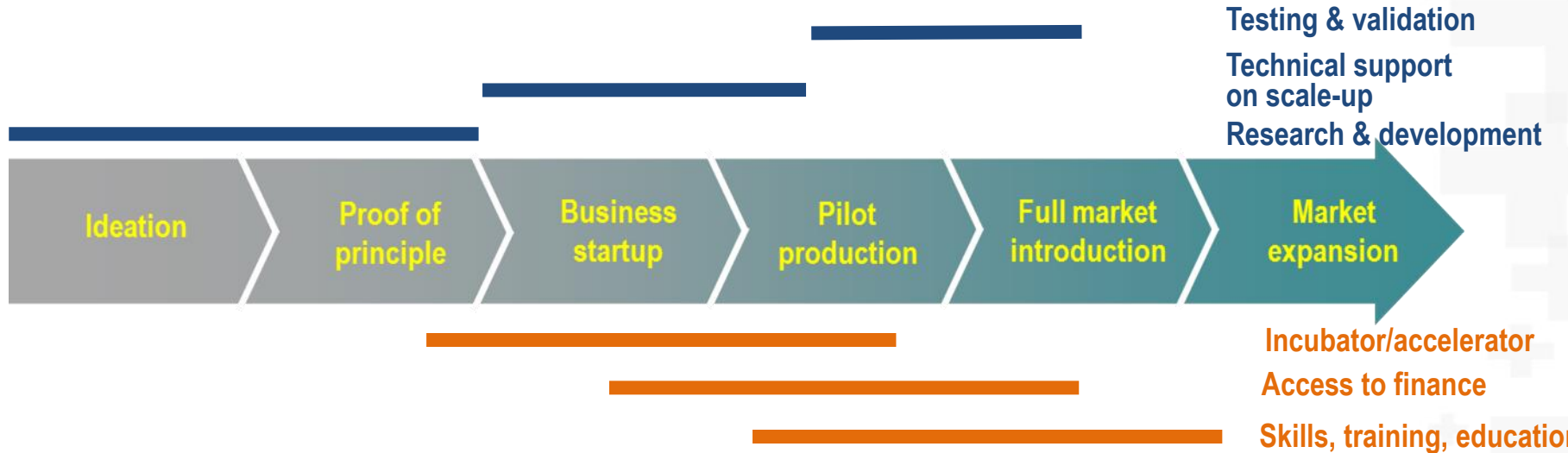
- Business model is about how to make money
  - *Services*
  - *Getting funding*
  - *Customers*
  - *Partners*

# Key activities/services

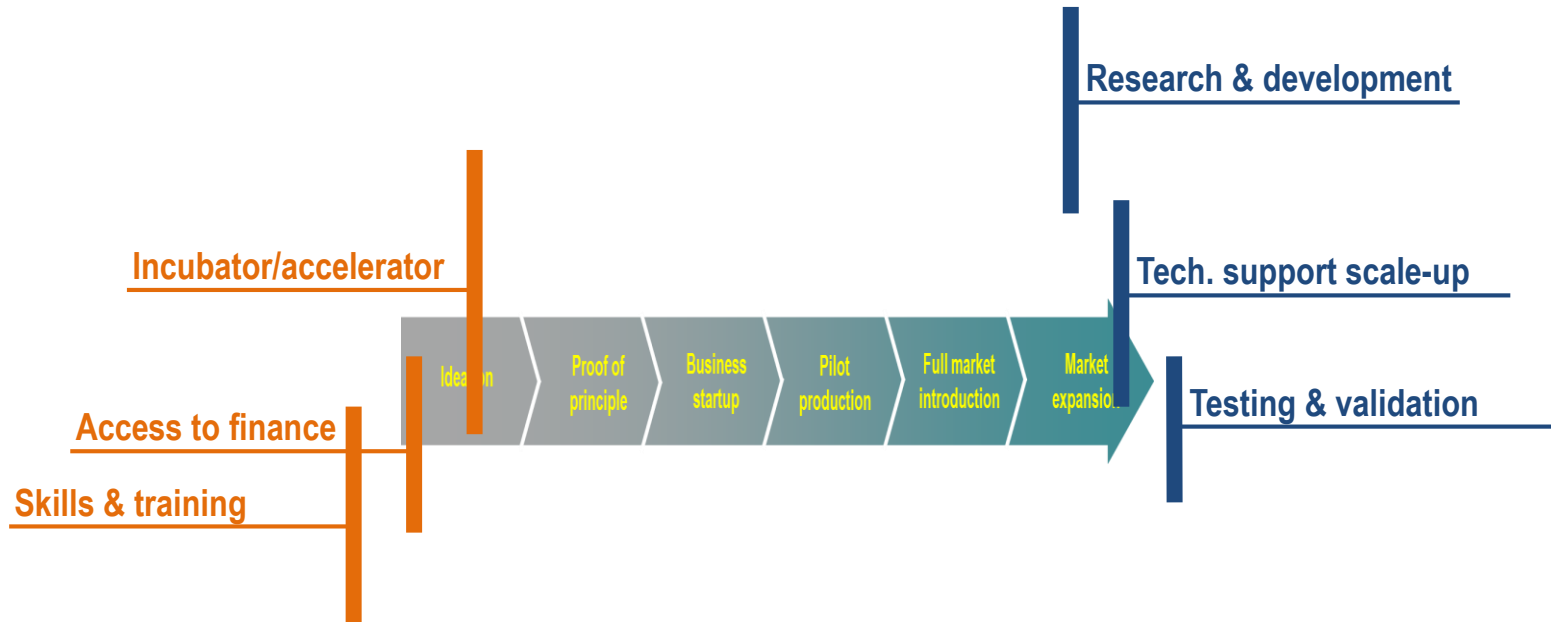
**Ecosystem**  
**Technology**  
**Business**

Service	Activities
Community building	Scouting, brokerage, awareness creation, dissemination, ecosystem building
Visioning & strategy development	Market intelligence, market assessments, innovation strategy development
Mentoring	Training of other hubs and competence centres
(Collaborative) R&D	Technology concept development, proof of concept.
Technical support on scale-up	Concept validation, prototyping, small series production
Commercial infrastructure	Renting for R&D, low rate commercial production
Testing and validation	Certification, product demonstration, product qualification
Incubator/accelerator support	Voice of customer, market assessment, business development, consortia building
Access to finance	Financial engineering, connection to funding sources, investment plans
Skills and education	Courses, workshops, offering technological infrastructure for educational purposes

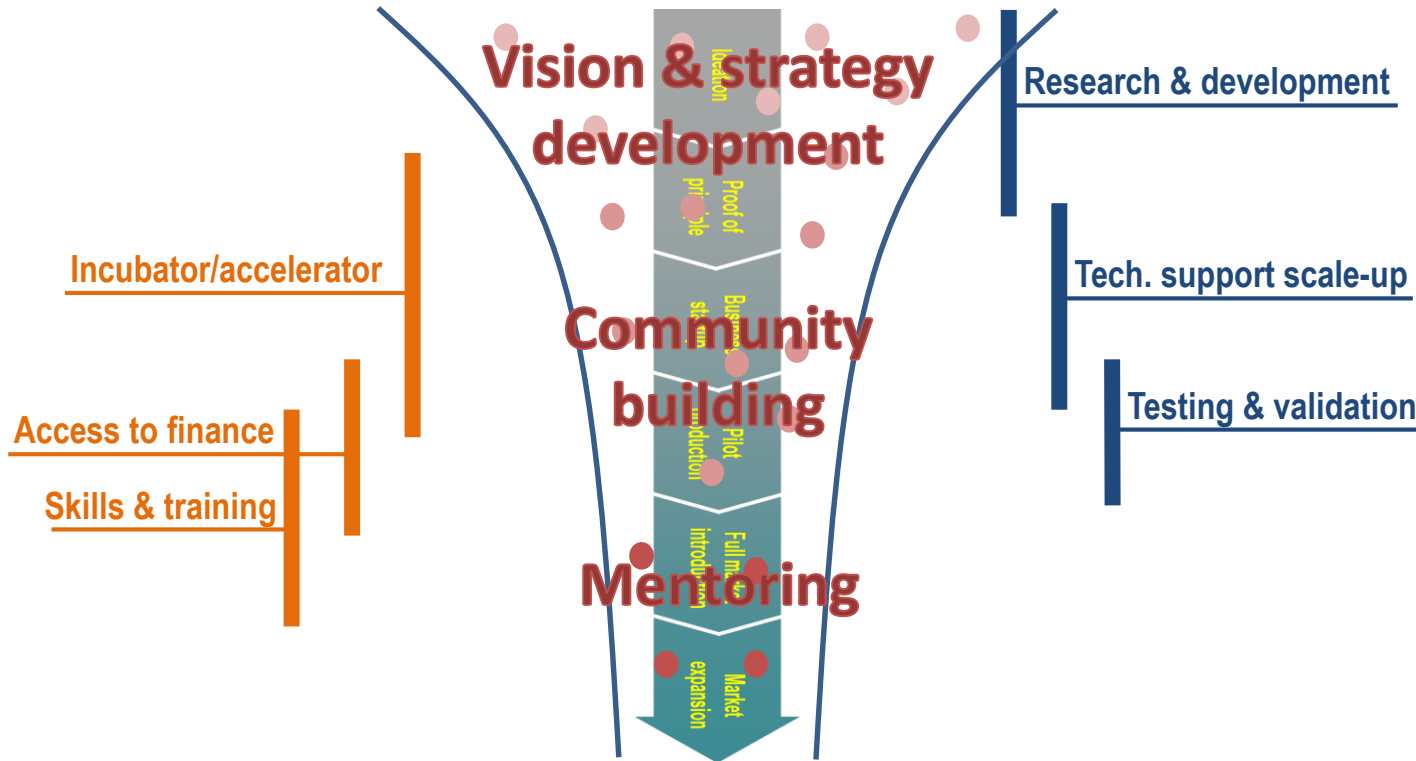
# Supporting the innovation chain with services



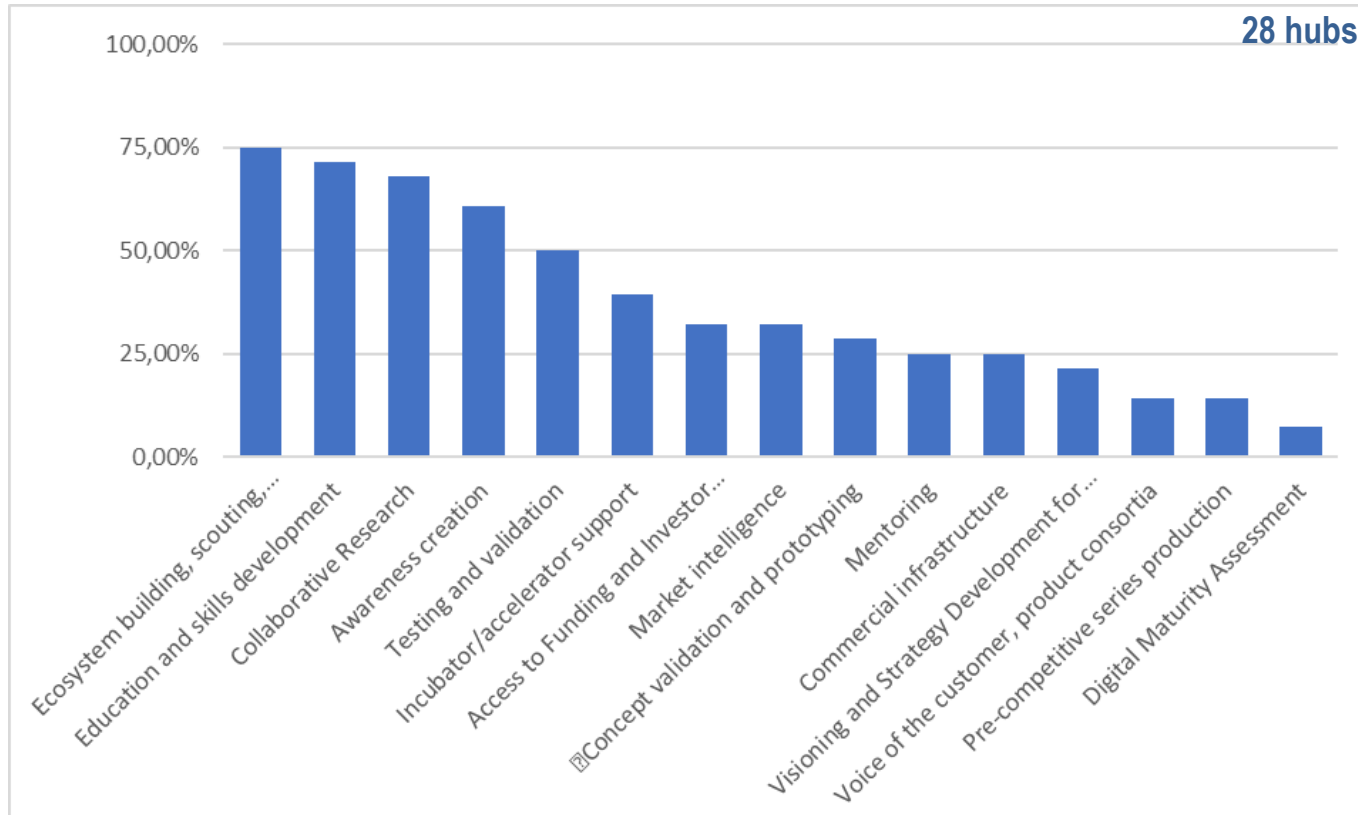
# Services to support innovation



# Services to support innovation



# What are the main services



**Average:**  
6.3 services

**Minimum:**  
1 service (3)

**Maximum:**  
15 services (2)

**Other:**  
IPR, Legal/fiscal  
support,  
demonstrator

# What areas, what services

Service vs tech areas	Cyber physical systems	Cloud computing	Data mining, big data, etc	Internet of Things	Robotics and autonomous systems	Additive manufacturing	AI and cognitive systems	Sensors, actuators, MEMS, NEMS, R	HPC	Simulation and modelling	AVR, visualization
Ecosystem building, scouting, brokerage, networking	14	9	8	15	12	8	7	8	7	8	6
Education and skills development	15	8	6	14	10	6	6	6	5	6	6
Collaborative Research	14	10	9	15	12	8	8	9	7	9	7
Awareness creation	13	8	8	15	11	6	7	8	6	7	6
Testing and validation	11	7	7	12	10	7	7	7	4	7	7
Incubator/accelerator support	8	6	6	9	9	5	6	6	4	5	5
Access to Funding and Investor Readiness Services	6	4	4	8	6	4	3	4	3	3	2
Market intelligence	8	6	5	7	5	5	4	5	5	4	3

Service distribution is more or less the same with regard to tech focus



# Funding of services

Service/Funding	COSME	ERDF	European Social Fund	Horizon 2020	Memberships	National basic research funding	National funding	Partner resources	Private funding	Regional funding
Ecosystem building, scouting, brokerage, networking	3	9	5	16	9	6	8	10	6	11
Education and skills development	2	8	4	14	9	6	7	8	5	10
Collaborative Research	3	8	5	15	9	6	7	10	6	12
Awareness creation	2	6	4	14	6	5	8	8	5	10
Testing and validation	3	8	4	11	7	6	6	7	5	8
Incubator/accelerator support	3	6	5	9	6	3	6	6	4	7

H2020 dominates services together with partners and regions

Seems like most funding sources can be linked to different services

# What sources used for services (13)

- Most want to use a **combination** of public and private funding
- 6 hubs indicated to **start with 80-100% public funding** in the first year, decreasing to 40-90% public funding in year 5.
- Mostly, memberships and sponsoring is planned to **increase progressively** (3 start with extensive memberships).
- For most private investments (memberships, sponsoring) are **deliberately low in the beginning**
- Minority:
  - *1 hub plans a substantial investment of 3 founding members (each 25000).*
  - *1 hub indicated no investments needed as funders commit to supply facilities, equipment and technical staff.*

# Services vs customers

Service/Customers	Large companies	MidCaps	SMEs	Start-up companies	Research organisations
Ecosystem building, scouting, brokerage, networking	86%	77%	83%	100%	100%
Education and skills development	71%	54%	79%	90%	100%
Collaborative Research	86%	69%	75%	100%	100%
Awareness creation	43%	62%	67%	70%	0%
Testing and validation	57%	46%	54%	80%	0%
Incubator/accelerator support	57%	31%	42%	70%	100%
Access to Funding and Investor Readiness Services	14%	31%	33%	30%	100%
Market intelligence	14%	38%	33%	40%	0%
Concept validation and prototyping	43%	23%	29%	60%	100%
Commercial infrastructure	43%	23%	25%	50%	100%
Mentoring	14%	15%	25%	30%	100%
Visioning and Strategy Development for Businesses	14%	15%	21%	30%	100%
Pre-competitive series production	14%	15%	13%	20%	0%
Voice of the customer, product consortia	14%	8%	13%	30%	0%
Digital Maturity Assessment	0%	8%	4%	0%	0%

Many services for start-ups

Focus of tech services for large companies, but..

Seems like combining services among different customers

Services for large, versus services for small

# Partners



- On average: About 6 partners
- But:
  - *some have strong leadership from a single organisation*
  - *some have many partners*
- Participation from industry is strong, but many are research/intermediary dominated

## Optimize hub

University of Southampton

Digital Catapult Centre Brighton

Portsmouth Technopole

Solent LEP

Portsmouth City Council

University of Brighton

National Oceanography Centre

***University of Portsmouth (c)***

Hampshire County Council

Marine South East

# Final conclusions

- Diverse way of addressing of services, and the multi-business model seems to be applied
- Ecosystem services are considered important
- Combining funding for the multi-business model approach
- Tech focus does not significantly change the offered services
- Services for large companies seems to be combined with services for smaller companies

# Closing statements

- Multi-business model is crucial for success
- Combining large enterprises, SMEs, start-ups and MidCaps as customers in services increases critical mass
- Educational services are surprisingly seen as core activity