AAL2BUSINESS - Towards successful commercialization with systematic business development

AAL Coordinators’ Day 16.4.2015
Arto Wallin, VTT
Agenda

1. AAL2Business support action
   - Introduction, objectives and big picture of services? (5 min)
2. Better commercial success with systematic business development (50 min)
3. Services in detail - What & how & questions: (30 min)
   - Methodology workshops, (5 min)
   - Coaching services (20 min)
     - Business coaching
     - Support access to private funding –coaching & labelling of projects
   - Deployment of AAL solutions event (5 min)
4. Summary, questions and answers
AAL2Business
Introduction, objectives and the overview to the services
AAL2Businesss
Experienced business professionals at your service

AAL2BUSINESS:

- Business support action for AAL projects and companies within AAL projects
- Ongoing 2014-2016
- Broad service offering: Several services offered which target different areas and phases of development
- Price of the services: Offered services are provided to you free of charge by AAL association
- Highly motivated team providing services:
  - Our goal is to help you reach the market
  - AAL market knowledge: Very familiar with the challenges AAL projects and service providers face
  - Strong business capabilities: In-depth business expertise that can be leveraged to help develop your solution and business
VTT Technical Research Centre of Finland

VTT IS
- a not-for-profit and impartial research centre
- largest research institutions in the Scandinavia with over 3200 employees (31.12.2012)

VTT HAS:
- extensive cross-disciplinary technological and business expertise
- over 150 business researchers and developers
- outstanding know-how related to R&D for health and wellbeing sector

VTT creates business from technology for the benefit of its customers, partners and other stakeholders.
Objectives

Objectives of AAL Joint Programme:

• Goal of the AAL JP is to get AAL solutions to the markets within 2-3 years after the end of the project

• AAL2Business support action is a mechanism to provide business development help for AAL projects during and after the project phase

• Aim of the support action is to:
  • To increase the overall success rate of getting AAL solutions to the market
  • To help each supported project/company to find a way towards successful commercialization of solutions develop under AAL JP
AAL2Business services

Focus on providing support in different stages of project life-cycle (before, during, and after)

1. Consortium building workshops
2. Business coaching
3. Methodology workshops
4. 'Access to finance' -services
5. Deployment of AAL solutions events

Preparation

Idea generation and initial business case

Funding decision

AAL project phase

The development of AAL solution

Go-to-market decision

Go-to-market phase

Commercialization of AAL solution within existing organisation

Commercialization via new start-up / spin-off

IPR sales, licensing,....
BETTER COMMERCIAL SUCCESS WITH SYSTEMATIC BUSINESS DEVELOPMENT
1. **WHY** business model development is crucial
2. **WHAT** is a business model
3. **WHO** has a business model
4. **HOW** to develop business models
Objective of the presentation

- **Motivate** projects to plan and run *iterative* business model development as a parallel to product development – *from the beginning*
- Help listeners to see project as a opportunity to search for an viable business model
- Practical guidelines how to develop the business (models) within AAL projects
1. WHY SYSTEMATIC BUSINESS DEVELOPMENT IS CRUCIAL
Why business model is crucial?

Business model development is companion for product/service development

“Competition today is not between different products - it’s between different business models”

Gary Hamel - ranked #1 most influential business thinker in the world by the Wall Street Journal
How many product development projects are needed to produce 1 commercial successful solution?
Majority of the projects fail (commercially)

1 of 100 projects leads to a commercially successful product (/service)

New Product Failure Rates

1 of 3 launched products fail despite research and planning.
1 out of 4 projects that enter development make it to the market.
46% of all resources allocated to new products by US firms is spent on failed products.


Photo: https://www.questia.com/library/journal/1P3-11645200/3-000-raw-ideas-equals-1-commercial-success
Can we increase the odds for success?
Can we increase the odds for success?

YES we can with continuous & systematic business model development!
Can we **learn faster** which road is likely to lead to commercial success?
Can we learn faster which road is likely to lead to commercial success?

YES we can with highly iterative and continuous business model testing!
Can development in AAL project be more adaptive and (re)allocate valuable resources on those things that make the difference?
Can also **AAL project** be more **adaptive** and (re)allocate valuable resources on those things that make the difference?

**YES** if we change the mindset from **execution** of the predefined plan to the search for commercially viable business model!
“Failure is simply the opportunity to begin again, this time more intelligently”
- Henry Ford

We must learn the truth about which elements of our plan [strategy & business model] are working to realize our vision and which are just crazy

- Eric Ries, ‘founder’ of Lean Startup movement

Picture modified from Ries, Eric (2012) Lean startup
DISCUSS:

What is your project’s (commercial) vision?

Timeframe: 3-5 years after the project has ended
2. WHAT IS BUSINESS MODEL
LESSON

BUSINESS MODEL IS
A "COMMON LANGUAGE"
What is a business model?

Lack of common language is big problem in business development

CEO

How we implement our strategy?

How we’re gonna make money?

CFO

Practice?

How we create value?

Not my problem, but this technology is awesome!

Marketing Manager

Engineer
Even business developers may not speak the same language.

Tools and methods that may help you in the path of commercialization?
What is a business model?

Common definition helps, but it is not enough!

A **business model** describes the rationale of how an organization creates, delivers and captures value

Osterwalder et al., 2009
What is a business model?

Visual tool, which works as a mental model, is a solution to the problem

- **Visual tool** (business model canvas) help to discuss about very complex concept
What is a business model – the solution!

Business model canvas is a framework that helps people to describe, analyse, design and develop business models more systematically.

Business model canvas explained: (Link: [2 minute Youtube video](https://www.youtube.com/watch?v=example_video))

Source: Osterwalder et al. 2009
LESSON

VALUE CREATION IS CORE OF THE BUSINESS MODEL
Business models: What?

The canvas helps you to describe the logic of your business

Creating value requires infrastructure
Creating value generates revenue
Infrastructure accumulates costs

Profit zone: revenues > costs

Source: Modified from Osterwalder et al. 2009
3. WHO HAS A BUSINESS MODEL
LESSON

PROJECT’S DON’T HAVE BUSINESS MODELS
Who has a business model?

Projects’ don’t have business model …

…but a project can be a great ’platform’ to

1) explore new business opportunities,
2) discover new business models and 3) validate if model works

Who has a business model?

- Each company has one or several business models
- Project is only a temporary form for development → to succeed in the real world BUSINESS MODEL NEEDS AN OWNER
- It is crucial to find stakeholder who is willing and committed to commercialize AAL solution via developing their business model
Who has a business model?

Businesses are not built, and do not operate in vacuum. Business models are linked to other BMs.

[Diagram showing business model network with Key partners, Customers, Competitors', Financier’s, Channel partner BMs]
IV. HOW TO DEVELOP BUSINESS MODELS
SEARCH VS EXECUTION

Strategy for a project under extreme uncertainty should be focused on search for a viable business model instead of execution.

Source: http://www.founderly.com/2012/09/the-lean-launchpad-online/
Vision is the foundation for business model

Same vision can be implemented in numerous different ways, you need to find your way
Business model development is continuous process along the product development.

1. BM DESIGN
2. BM TESTING
3. LEARN
4. VISION
   IDEAS
   CONCEPT/MVP
   INSIGHTS
   DATA
   VERIFY ! pivot or persevere
LESSON

START BUSINESS MODEL DEVELOPMENT AS EARLY AS POSSIBLE TO AVOID COSTLY MISTAKES
1. DESIGNING BUSINESS MODELS
### How to design business models?

Prototyping is a good way to start ideation of new business model

### 1. Prototyping

<table>
<thead>
<tr>
<th>Goal</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>• Creation of new ideas • Discussion on alternative business models prototypes</td>
<td>Concretized <em>vision</em> of the business on the paper</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>How</th>
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<tbody>
<tr>
<td>• Use canvas as a mental framework • Draw on whatever you find (napkin, canvas,..)</td>
</tr>
</tbody>
</table>

Source: Osterwalder et al. 2009

Source: Osterwalder et al. 2014 Value proposition design
How to design business models?

Business model design is a simplification of real life model, a good canvas does not mean your model will ”fly”

<table>
<thead>
<tr>
<th>Scale model</th>
<th>Real life model</th>
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</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Scale model image" /></td>
<td><img src="image2.png" alt="Real life model image" /></td>
</tr>
</tbody>
</table>

- “Simplification”
- Method to test management hypothesis on the field
- Narrative
- Too complex…
- Too costly to build…
- Realized strategic choices
- Processes and practices
2. TESTING THE BUSINESS MODEL
There are no facts, but only guesses, inside of your building

- Steve Blank
The Business Model Canvas

Key Partners
- Guess

Key Activities
- Guess

Value Propositions
- Guess

Customer Relationships
- Guess

Customer Segments
- Guess

Key Resources
- Guess

Channels
- Guess

Revenue Streams
- Guess

Cost Structure
- Guess

www.businessmodelgeneration.com
Only way to validate business model is to test it
Testing the business model

Start testing from one of the business model prototypes that seems most promising

Source: Picture from Osterwalder et al. 2009
Testing the business model

You can test core elements of the business model without building full scale solution

Minimum Viable Product

Product Vision

Source: https://vertalab.com/blog/minimum-viable-products-of-famous-companies
TO TEST BUSINESS MODEL HYPOTHESIS
→ GET OUT OF THE BUILDING
3. LEARN
4. VERIFY:
ITERATE/PIVOT
Build – measure – learn loop

Learning is a main goal of the business model development

LESSON

ITERATE IN FAST CYCLES
How to develop business models?

Business environment is dynamic: Your business model and project should be also

- Plan the project so that there is room for several iterations!
- Project is long, business environment changes fast → you may need to change your plans due to changes around you
  → Don’t stick too tightly on initial concept, but have a courage to change it

Source: Picture from Osterwalder et al. 2009
LESSON

BUSINESS MODEL IS PART OF THE BUSINESS ENVIRONMENT
Business models in the context

Pay attention to understanding the overall context of the business

Source: modified from Osterwalder et al. 2009
SUMMARY
Recap - How to develop business models

Key takeaways for business development in projects

1. Business model development requires a common language and processes
2. Business model development is a continuous process requiring time, resources, management and commitment (no "silver bullets")
3. Start early to avoid costly mistakes and use complementary resources to get the full picture
4. Development tools make the process more systematic: The BM canvas is a good foundation but it requires other tools to support it
5. From company guesses to knowledge: The customers (not just end-users) need to be actively involved. Other BM components are designed around customers.
6. Partners are needed in today’s market space: Complementary resources that reinforce each others business models (everyone has their own business model!)
7. Technology alone is not enough: Shift focus from technology offerings to value proposition, and from selling to serving customers
8. Business model is not revenue model: Business models create, deliver and capture value – not just capture.

There are no short cuts, it’s hard systematic work!
QUESTIONS ?
HOW WE CAN HELP YOU?
AAL2BUSINESS SERVICES
# AAL2Business services

Aim is to guide and support AAL projects towards successful commercialization

<table>
<thead>
<tr>
<th>Activity</th>
<th>Goal/focus</th>
<th>Primary target group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consortium building workshop</td>
<td>To provide help for building new consortium</td>
<td>Organisations planning to apply funding from new AAL calls</td>
</tr>
<tr>
<td>2. Methodology workshops</td>
<td>To help all project participants to learn and leverage business development methodologies</td>
<td>Ongoing AAL JP projects (early phase) Persons interested in learning new business development methods</td>
</tr>
</tbody>
</table>
| 3. On-demand business coaching              | To give hands-on support for the projects for their specific business development needs | • Ongoing and finished AAL JP projects  
• Individual organisation(s) within projects |
| 4. Support access to finance                | To give hands-on support for project on how to access finance     | • Start-ups from AAL projects or organisations within projects  
• Ongoing and finished projects              |
| 5. Deployment of AAL solutions event        | Yearly networking and match-making event focusing on deployment of AAL solutions | • AAL projects seeking for deployers for their solutions  
• Stakeholders interested in the deployment of AAL solutions |
2. Methodology

workshops

BUSINESS DEVELOPMENT WORKSHOP
Methodology workshops:

Introduce basic business development tools that projects can utilize throughout AAL project

OBJECTIVES:

- to strengthen the business thinking of projects and involved organisations
- to help participants to understand their weaknesses and opportunities related to the goal of commercialisation

- to increase understanding of the importance of business modelling throughout the project
- to introduce a specific business development method in detail
- to allow participants to practice the introduced method by hands-on exercise in small groups

- to enable networking with different AAL JP projects
- new ideas and insights to form other participants to foster out-of-the-box thinking!
- to give information about the business coaching and other relevant activities
Methodology workshops: How

**WAY OF WORKING**
- Bi-annually
- Invitations (open call through AAL CMU/NCPs)
- Arranged as a facilitated workshop which **mix different types of organisations** and projects
- Plenty of time allocated on **practical hands-on demonstration** (in small groups)

**BASIC STRUCTURE OF WORKSHOP**
- Introduction - business modelling as a key method for business development
- Introduction to one specific business development tool (may vary)
- Hands-on training
- Reflection and feedback
- Networking

Some feedback from the pilot workshops:

“Thank you very much for an interesting day yesterday. I found some new inspiration to push on with getting our product to the market.“

“… was invited for a trans-national AAL2business workshop on how to develop a sustainable business from AAL project results. All the participants found the one-day collaborative workshop extremely useful. Warm thanks to AAL for arranging this excellent event!”
When and how to apply

1st Workshop in Brussels
- Time: Friday 17th April 9:30 – 14:30 (tomorrow)
- Place: same building as this
- Focus: how to apply lean principles on business development in AAL projects

2nd workshop in Autumn
- Time: TBC
- Place: TBC
- Focus: TBC

Selection process:
- Targeted for those who want to learn more about business development methodologies
- Up to 25 participants/workshop
- First-in first-served (basis), however balanced number of companies, end-users, and researchers selected
3. On-demand business coaching

COACHING SERVICES:
On-demand help towards successful commercialization

4. Support access to finance
COACHING SERVICE – what and to whom?

Coaching supports AAL projects to reach markets

What coaching is?

- Coaching provides support for business development and commercialization of AAL projects’ results
- Each coaching session is tailored for the specific needs of the project

Where?

- Coaching sessions are organised flexibly in all AAL partner states

How much?

- Single AAL JP project can benefit from a maximum of 3 days of coaching
- Provided free of charge for the projects by AAL association (once the coaching request is approved by AAL)
### ON-DEMAND BUSINESS COACHING

AAL offers two types of coaching services that help projects to reach markets

<table>
<thead>
<tr>
<th>TWO TYPES OF COACHING</th>
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<tbody>
<tr>
<td><strong>BUSINESS COACHING</strong></td>
</tr>
<tr>
<td>Focus on providing help to build strong foundation for successful business</td>
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<table>
<thead>
<tr>
<th><strong>EXAMPLE FOCUS AREAS:</strong></th>
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<tbody>
<tr>
<td>Help to understand different routes to commercialization of AAL solution</td>
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<tr>
<td>Provides tools and methods that help you to design viable business model</td>
</tr>
<tr>
<td>Support for crafting winning value propositions</td>
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<tr>
<td>Guidelines for how to validate business models</td>
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<tr>
<td>Help to analyse the impact of market forces, trends, and the ‘rules of the game’ to your business</td>
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<tr>
<td>Scaling business to international markets</td>
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<table>
<thead>
<tr>
<th><strong>ACCESS TO PRIVATE INVESTMENTS – COACHING</strong></th>
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<tbody>
<tr>
<td>Focus on the development of business plan and/or presentational aspects of investment readiness supported by building a foundation for becoming investment ready</td>
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<tr>
<th><strong>EXAMPLE FOCUS AREAS:</strong></th>
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<tbody>
<tr>
<td>Understanding investment readiness: Goal is to provide background information for building investment readiness (e.g. sources of finance, understanding investor requirements)</td>
</tr>
<tr>
<td>Business plan: To provide information on both the role of a business plan and how to write a successful one (note! Requires viable business model)</td>
</tr>
<tr>
<td>Perfecting a pitch: To establish a foundation for giving a successful pitch and selling your AAL solution and business case to investors</td>
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2. BUSINESS COACHING

WHY, WHAT and HOW?
ON-DEMAND BUSINESS COACHING

Coaching helps projects/companies on understanding market, improving business model(s), and finding strategic direction

- **Understand the market and scaling the business**
  - Focus on market forces, trends, and the ‘rules of the game’
  - Goal is to provide help to (e.g.):
    - Utilize methods for analyzing business environment and changes in it
    - Identify, communicate and seize opportunities in transforming AAL markets
    - Plan actions that turn market hypothesis into facts

- **Vision, strategy and renewal**
  - Focus on organizational strategy, strategic planning and business renewal
  - Goal is to provide help for:
    - Understanding and communicating “the big picture of your (potential) business”
    - Introducing methods for analyzing and realigning strategy
    - Finding justifications for difficult strategic choices

- **Business model and value proposition design**
  - Focus on organizations business development from multiple complementary perspectives (organisation and its customer, value network, service system)
  - Goal is to provide help to (e.g.):
    - Understanding customer value creation and organisations role in value co-creation within service (eco)system
    - To turn business model vision into testable hypothesis
    - Plan actions for iterative validation of BM hypothesis
ON-DEMAND BUSINESS COACHING

Target groups of coaching vary from whole consortium to individual organisation

TARGET GROUPS FOR ON-DEMAND BUSINESS COACHING

<table>
<thead>
<tr>
<th>START-UPS</th>
<th>SINGLE SME</th>
<th>LARGE ENTERPRISES (including other partners)</th>
<th>PROJECT CONSORTIUM</th>
</tr>
</thead>
</table>
| For key persons who are
  - planning to establish a new start-up, or
  - who are already running start-up that builds on the solution developed under AAL JP |
| Individual SME’s who have clear commercialization goals for their AAL solution |
| For large enterprises within the consortium who have clear commercialization objectives.
  - Note! Must include other partners to the coaching session. |
| For the whole project consortium
  - Objective to clarify business development plans, roles and commercialization goals → optimal timing in the beginning of the project |
ON-DEMAND BUSINESS COACHING

AAL projects request the coaching by filling in the online questionnaire

Request for coaching (call open continuously)

Evaluation of coaching request:
- Evaluation how much support is needed
- Evaluation of development stage

DECISION

- Decision to provide coaching is based on project’s/organisation’s need and estimate of optimal timing for help
- Maximum of 3 coaching sessions per AAL project
- Final decision from AAL: Accepted / postponed / denied

Organizing the coaching
- Identification of individual needs
- Agreement of focus
- Arranging physical meeting (location, time, theme,..)

Pre-workshop preparation activities
- Preparation of the workshop content and structure
- Planning home/web pre-workshop activities
- Delivering pre-workshop material

Physical coaching session
- Carried out as a facilitated workshop in a flexible and tailored way
- Goal is to organize session within 2 months from the AAL CMU acceptance (depending on suitable time for the project)

Follow-up actions, support and feedback
- Follow-up support and impact evaluation
- Sharing of experiences and collective learning
- Reporting

New coaching request?

Accepted for coaching
NEED FOR HELP TO ACCESS PRIVATE FUNDING?
Focus areas in access to finance coaching
Coaching focuses on raising investment awareness and presentational aspects related to the company’s investment case

<table>
<thead>
<tr>
<th>PRESENTATIONAL ASPECTS</th>
<th>OTHER AREAS OF INVESTMENT READINESS</th>
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<tbody>
<tr>
<td>BUSINESS PLANS</td>
<td>PITCHING</td>
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</table>

- **Goal:** To provide information on both the *role of a business plan and how to write a successful one.*
- **Goal:** To provide information for building a more solid foundation for presenting (e.g. the role of different sources of finance, understanding investor requirements)
- **Emphasis on linking business plan to business model**
- **Goal:** To establish a foundation for giving a successful pitch and selling your AAL solution and business case to investors
- **Focus on both content and delivery of pitch**
Investment readiness review

Companies who seek support for accessing private funding are suggested to go first through investment readiness review

- **Focus on assessing the investment readiness of AAL JP projects** and then providing structured feedback to both AALA and projects
- **Goal:** To **get an external point of view on how well a project would succeed** in the deal funnel and to find out which areas most need improvement
Investment readiness labelling

Assessment of projects is done on a scale from 1-5: results determine which track of training is recommended.

Structured feedback also given for improving case in relevant areas.

Business coaching

1. Not ready
2. 3
3. 4
4. 5
5. Strong case

Support access to finance coaching
Investment readiness labelling
Labeling of projects can be summed up into two measures

1) Investment attractiveness

5 – “A new Google”

1 – “Hot-dog stand”

Answers the question:
“How attractive is the opportunity from an investor’s standpoint”

2) Readiness to seek funding

5 – “Rock’n’roll!”

1 – “Back to the drawing board”

Answers the question:
“How prepared is the project to access financing from outside investors”
Investment readiness review

Companies who seek support for accessing private funding are suggested to go first through investment readiness review.

- **Focus on assessing the investment readiness of AAL JP projects** and then providing structured feedback to both AALA and projects.
- **Goal:** To **get an external point of view on how well a project would succeed** in the deal funnel and to find out which areas most need improvement.

- **Focus on identifying potential investors in the field of AAL** that projects seeking investments could target and informing investors of most promising AAL solutions.
- **Goal:** To **help projects find potential investors** and raise investor awareness of AAL projects as potential investment targets.
**Evaluation of investment attractiveness**

The attributes of investment attractiveness are broken down further into assertions to form the overall score.

**INVESTMENT ATTRACTIVENESS**

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Assets</th>
<th>Team</th>
<th>ROI potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sufficient market size</td>
<td>• Addresses customer need</td>
<td>• Clear project ownership</td>
<td>• Suitable investment requirement</td>
</tr>
<tr>
<td>• Attractive growth (if size small)</td>
<td>• Clear competitive advantage</td>
<td>• Balanced team setup</td>
<td>• Exit opportunity identified</td>
</tr>
<tr>
<td>• Global market</td>
<td>• Strength of technology</td>
<td>• Sufficient experience</td>
<td>• Sufficient ROI (return on investment)</td>
</tr>
<tr>
<td>• Clear customer need addressed</td>
<td>• Reasonable IP protection</td>
<td>(including board)</td>
<td></td>
</tr>
<tr>
<td>• Transformational service / product</td>
<td>• Homework done</td>
<td>• Motivated team</td>
<td></td>
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All assertions are scored on a scale of 1-5. The average of those scores gives the overall score for the particular investment attractiveness category.
Evaluation of readiness to seek funding
Readiness to seek funding assesses how well the project is prepared to seek financing

<table>
<thead>
<tr>
<th>READINESS TO SEEK FUNDING</th>
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<tbody>
<tr>
<td>Clear and concise business plan</td>
</tr>
<tr>
<td>Sufficient facts</td>
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Additional support related to accessing private funding

Increasing awareness of both investors and AAL projects about promising opportunities

Identifying network and resources
- Potential investors and investor networks in the field of AAL
- "Event calendar" of key investment events
- Additional resources that help gain access to investors and improve investment readiness
  - (Material benefits all projects)

Contacting, informing and activating
- Increasing awareness of promising and motivated AAL projects about potential investors
- Increasing the awareness of potential investors of promising AAL solutions
  - (Focuses on labelled projects with good reviews)

Maintaining network activity and matchmaking
- Reminders of upcoming key events
- Guidance for creating and updating profiles for investment events and applying for meetings with investors
- Reminders and support to remain active in seeking funding
3. On-demand business coaching

4. Support access to finance

HOW COMPANIES CAN GET HELP?
On-demand coaching services: How to get help?

Who can request coaching services?
- Coaching can be requested by an AAL JP project coordinator or by individual organisation under the project by answering the survey
- In any case project coordinator has to be always informed about applying service due to the limit of coaching sessions per consortia

How much of training services can we request?
- A maximum of 3 days on-demand training can be allocated to a single AAL JP project (total for both business coaching and supporting access to finance)

When are the training sessions held?
- Aim to deliver training sessions within 2 months of the acceptance of AAL CMU (or depending on the availability of the consortium partners)
On-demand coaching services:
How to get help?

<table>
<thead>
<tr>
<th>BUSINESS COACHING TRACK:</th>
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<tbody>
<tr>
<td>Need help in business development/commercialization of your AAL solution?</td>
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SEND REQUEST FOR BUSINESS COACHING: [LINK]

<table>
<thead>
<tr>
<th>ACCESS TO PRIVATE INVESTMENTS – COACHING TRACK</th>
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<tbody>
<tr>
<td>Need help to develop business plan / presentational aspects in order to access private funds?</td>
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</table>

SEND REQUEST FOR ACCESS TO FINANCE COACHING [LINK]

Highly recommended by projects!

- 100% of projects who have received the coaching recommend it!
(Question: Would you recommend coaching for other projects? Score: 9.23 (N=32, scale 1-10)

- “The use of external consultants was very positive as the project was evaluated by a third party.”
- “Active participation of participants was amazing.”

- “It was result oriented and hands on. At the end of the session there were concrete achievements and clear points to follow thru to go to the next step.”
- “Only thing I would like to change is to have the training organised earlier phase of the project”
5. Deployment of AAL solutions

WHY, WHAT and HOW?
## DEPLOYMENT OF AAL SOLUTIONS:
### Objectives

| Strengthen market comprehension | to provide an understanding of who the potential buyers of AAL solution are and what their motivations are likely to be
| to Inform the participants about the existing evidence of the impact of AAL solutions on elderly care and support for independent living |
| Introduce | to introduce the participants to the features of the AAL market by clustering national markets according to similarities and reducing them to a limited number of models
| to familiarise the participants with innovative business models for the deployment of AAL solutions |
| Networking | to provide networking opportunities between AAL project participants and stakeholders looking to deploy AAL solutions and private investors interesting in investing in AAL companies |
Deployment of AAL solutions event
September 22nd 2015, Belgium, Ghent

- Open for everyone

- Targeted participants:
  - AAL-project participants
  - Deployers (end-users organizations)
  - Investors

- Matchmaking support for the event
  - B2Match (used for matchmaking and planning meetings before the event, sharing ideas, registration, feedback)
## Summary of relevant activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Goal/focus</th>
<th>Primary target group</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Methodology workshops</td>
<td>To help all project participants to learn and leverage business development methodologies</td>
<td>Persons interested in learning new business development methods (from ongoing AAL JP projects)</td>
</tr>
</tbody>
</table>
| 3. On-demand business coaching  | To give hands-on support for the projects for their specific business development needs                                                                                                               | • Ongoing and finished AAL JP projects  
• Individual organisation(s) within projects                                                                                                                                                                                                                                                                                                    |
| 4. Support access to finance    | To give hands-on support for project on how to access finance                                                                                                                                              | • Start-ups from AAL projects or organisations within projects (ongoing and finished projects)                                                                                                                                                                                                                                                                                                      |
| 5. Deployment of AAL solutions  | Yearly networking and match-making event focusing on deployment of AAL solutions                                                                                                                         | • AAL projects seeking for deployers for their solutions  
• Stakeholders interested in the deployment of AAL solutions                                                                                                                                                                                                                                                                                                  |
QUESTIONS?

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