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SENIOR-TV

PROVIDING ICT-BASED FORMAL AND INFORMAL CARE AT HOME

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First Draft Business Plan

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Executive Summary

This document summarizes the initial work that has been performed during the business development activities of SENIOR-TV project. Aim of the document is to present a concrete initial business model for SENIOR-TV product. This draft business model will be under review and update during the execution of the project till the exit of the product. Through this document is presented the consortium's vision for the future of SENIOR-TV. Then a short introduction of the product is given to the reader and a market analysis is presented. The results of the SWOT analysis are reported and then the reader can get an insight of the competition. The SENIOR-TV business model is analyzed through the Business Model Canvas¹ tool. IPR and Exploitation plans are finally discussed.

¹ <https://strategyzer.com/canvas/business-model-canvas>

1. Consortium's vision

SENIOR-TV consortium members we have a common understanding and communication during the project execution. The whole consortium has a vision for SENIOR-TV to scale and become, from an AAL Project, into a real product. Leaders into this procedure are the industrial partners, with a strong support of the end users and research organizations of the consortium. Towards this direction we have created a common vision for the product realization in the scope of the project. The way that SENIOR-TV will be produced will be through an STB (Set Top Box) and through Android TV. Around this assumption we will build the commercial/business models. However, during the project execution we will always being connected to the market and examine alternative exploitation models (e.g. commercialization through an ISP – with an investor's support).

2. SENIOR-TV as a product

SENIOR-TV is a Smart TV software platform for providing formal and informal caregiving services to older adults that live alone in their own homes, at an affordable price, aiming to foster a high-quality, long, and healthy life.

SENIOR-TV aims to provide a TV-based platform to run third-party applications, with social, medical and entertainment purposes, which may be combined with other equipment such as smartphones and tablets. Specifically, it aims at designing and implementing a multichannel intelligent platform for offering formal and informal caregiving services to older adults that live at their own homes, with special attention being paid at active prevention, and fostering a high-quality, long, and healthy life. . SENIOR TV will be distributed with a set of built-in applications that will render the product functional out-of-the-box.

The elderly through a simplified interface could interact with the TV using the SENIOR-TV Apps. The product it is foreseen to be sold into 2 different versions.

1. Through an STB (Set Top Box). The user will have just to connect the STB into his/her TV set and then the TV becomes a smart Senior TV. An image the potential design of the SENIOR-TV is presented below. NOTE: This image in not the final design. It is being used only as a visual example to the user, so as to easier understand what an STB looks like.
2. As a component installation in Smart-TVs (android based). If the user has already purchased a Smart TV the he will have just to install a software component in the TV. A screenshot of how it would like is also presented below. NOTE: This is not the final design. It is being used only as a visual example to the user, so as to easier understand how the SENIOR TV would like in a Smart TV.



Figure 1: SENIOR-TV in an STB

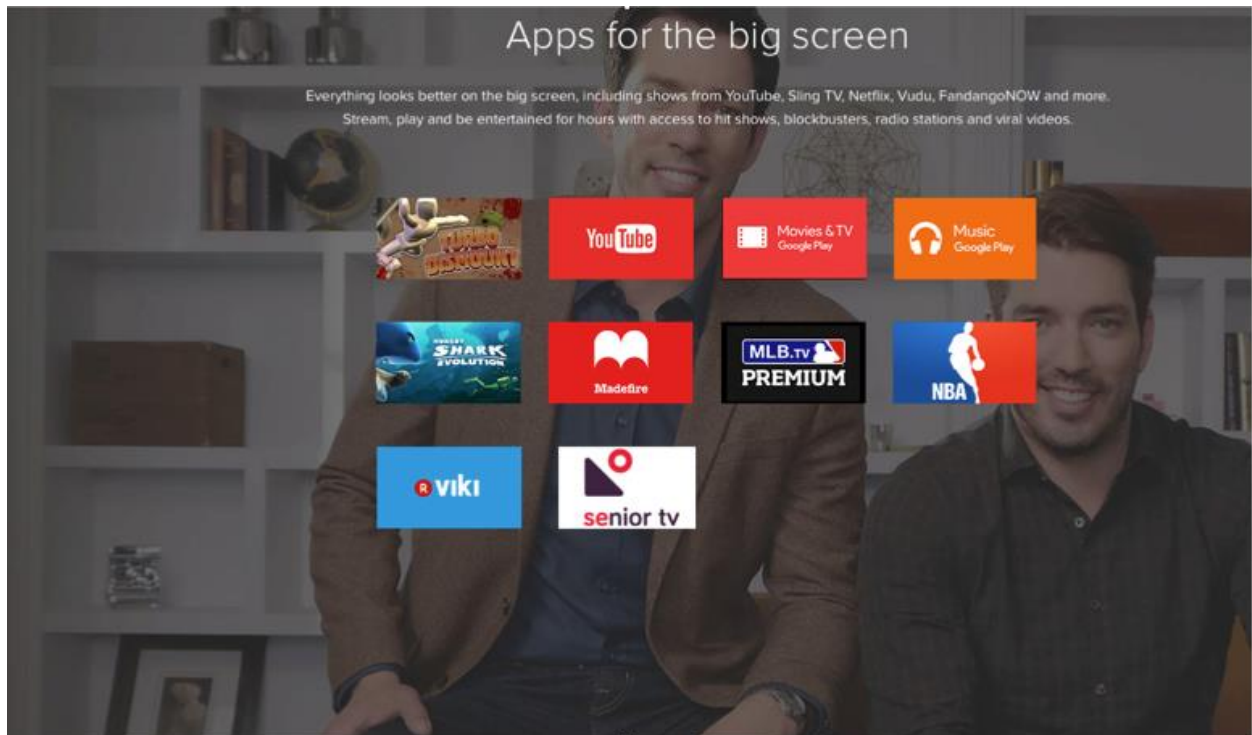


Figure 2: SENIOR-TV as a component installation in a Smart -TV

The SENIOR-TV platform will be open to developers to add their content (after control). During the AAL Project execution a set of applications (informal and formal) will be developed such as:

- Weather App
- News App
- Events App
- Games for rehabilitation and brain awakens purposes (Attentix and Episodic Game)
- Communication App
- Agenda App
- Tracker App
- Maintenance App
- Wikipedia App
- Health App

Some indicative screenshots of selected apps are presented below. NOTE: The following screenshots are indicative, and are being used in order the reader to have a better view of how the apps would look like. This is not a full presentation of all the apps that the SENIOR-TV will offer.

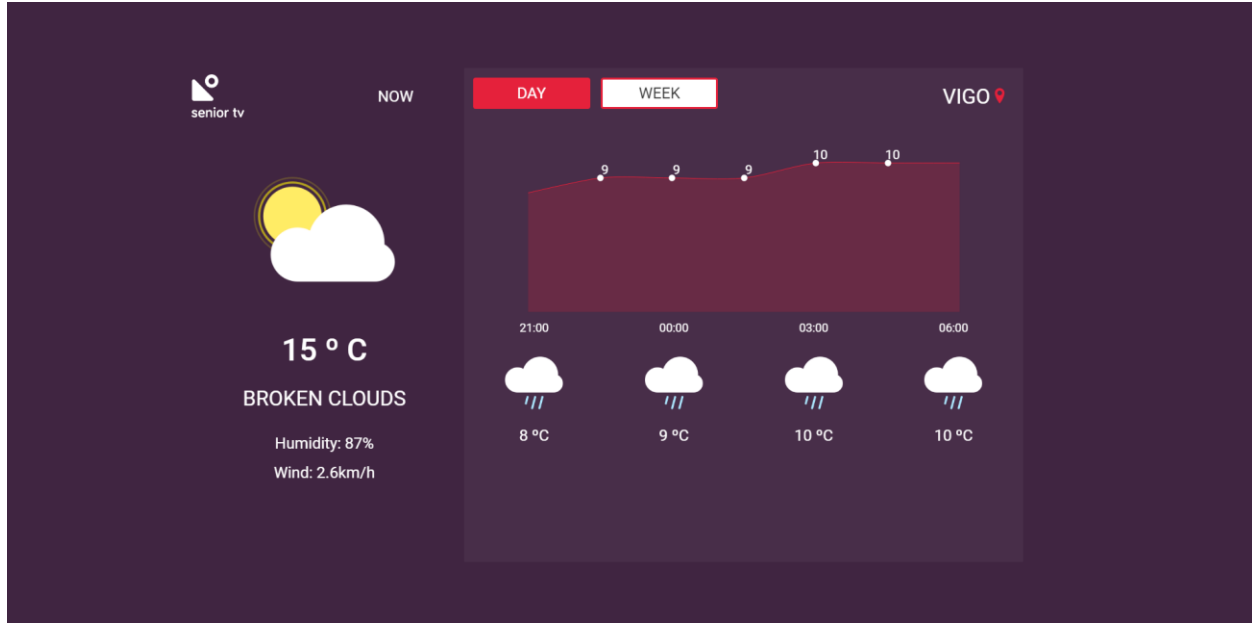


Figure 3: Weather App

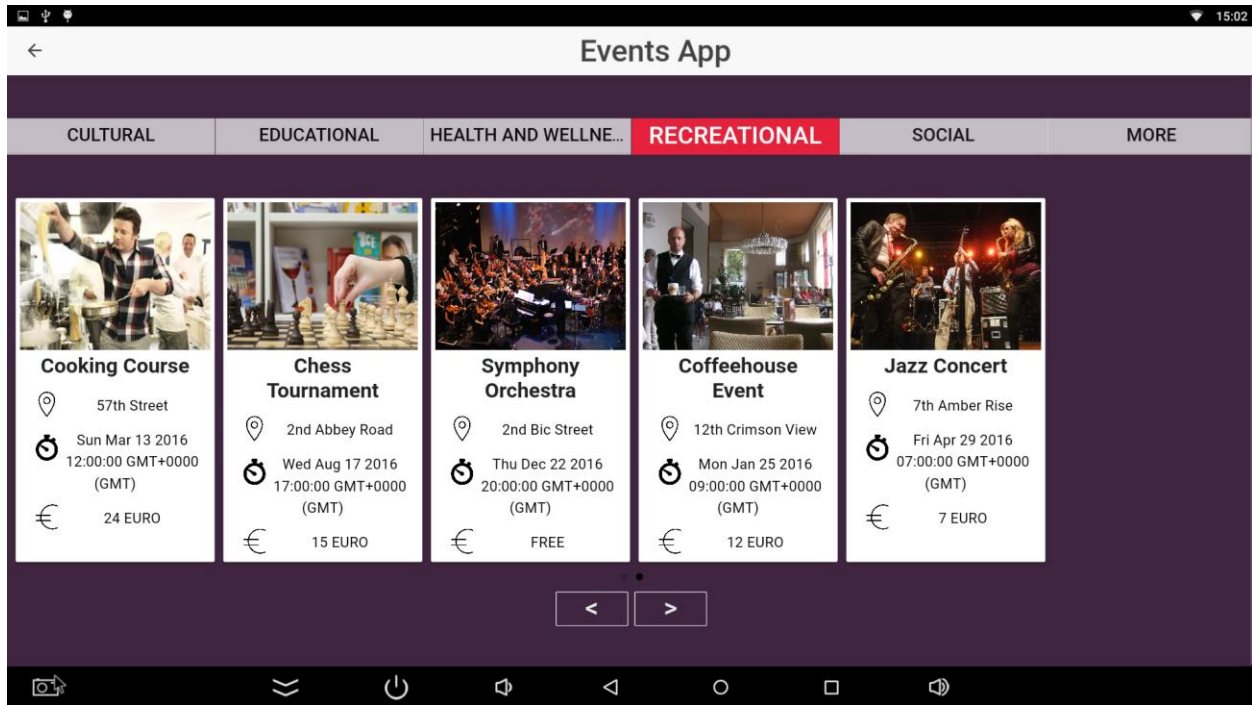


Figure 4: Events App

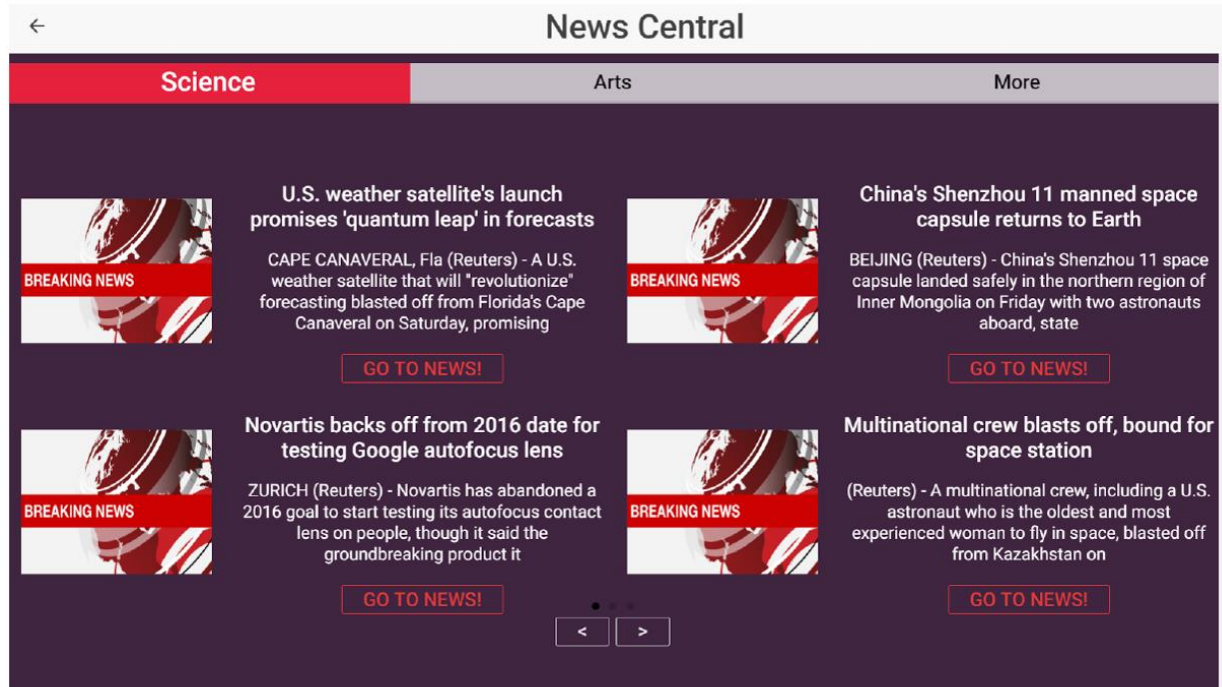


Figure 5: News App

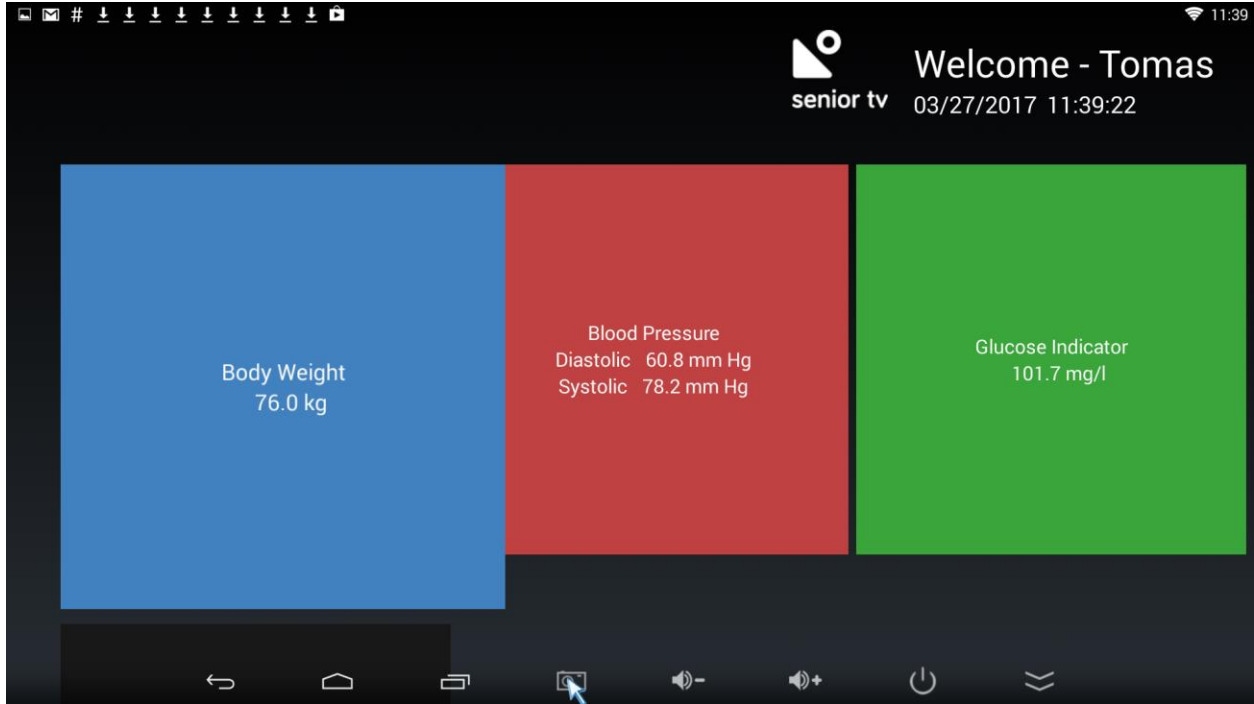


Figure 6: Health App

3. Consumer need and opportunity

3.1 Market opportunity – The ageing marketplace

Globally, the number of those aged 65 and over is growing at around twice the rate of the overall population. This age cohort is now the fastest-growing primary segment of the world's population and its growth rate is outstripped only by that of an even older subgroup – those aged 80 plus².

In the UK today, *'the majority of the UK's personal wealth is now held by the over-55's ... Unmortgaged home equity owned by older generations was estimated to be worth £1 trillion in 2006'*³.

The older consumer market is large and it is growing. When we compare this to the younger segment of the market, we see that the 18-59 year old group is only forecast to grow by 7% in comparison to the older market, which is forecast to grow by 81% from 2005 to 2030. By 2030 the over 65s will account for 25% of the total consumer market (people over 16 years old)⁴. As an example, today's over 50's already hold 60% of the UK's savings ... and are responsible for 40% of the consumer demand in the country, spending £200 billion per year⁵.

This reflects a significant opportunity for those companies willing to address the needs of people in later life. Opportunities not only exist for companies developing products and services for older consumers, but for those able to capitalize on the knowledge and skills of an ageing workforce. These are the two key areas that have been identified as being important for business by the Economist Intelligence Unit in their report 'A Silver Opportunity'.

² Economist Intelligence Unit, A Silver Opportunity? Rising longevity and its implications for business, A report from the Economist Intelligence Unit Sponsored by AXA, 2011

³ McKinsey & Company, From Austerity to Prosperity: seven priorities for the long term, Nov 2010

⁴ David Sinclair, Head of Policy and Research – ILC UK, The Golden Economy: the consumer marketplace in an ageing society

⁵ The New Old Age: perspectives on innovating our way to the good life for all, Nesta, 2009

3.1.1 Key Sectors likely to benefit

It is clear from researches that older people want good products and services in the same way anyone else does. Generally, there is more information on the opportunities for business in sectors such as health, ICT, nutrition and finance, which are commonly seen as the critical areas for business growth in the ageing market. The key sectors that have been identified as likely to benefit from the ageing demographic are those in which “companies are able to help consumers achieve more independent lifestyles”⁶. And more specifically, “healthcare and pharmaceuticals, leisure and tourism and financial services”⁷ have been singled out as being particularly attractive to older consumers alongside “consumer goods, food and beverages, retail and **technology**”⁸.

3.1.2 Examples of businesses adapting to the older marketplace

One does not have far to look for examples of companies evolving their product to suit the needs of the ageing consumer market.

Intel Corporation, in a joint venture with General Electric, formed Care Innovations, a \$250million enterprise devoted to serving the needs of older people with health challenges. The explicit aim of Care Innovations is to tap into new market opportunities, such as tele-health and home monitoring. Eric Dishman, Intel’s Director of Health Policy and Innovation, says the driver for this is the huge societal need and a huge business opportunity. Intel have clearly recognized something that many technology

companies still can’t see - **seniors can learn new technologies to take care of their own health.**

But Intel is not alone among big technology companies recognizing this opportunity. Some of the biggest names in the US, Asia and Europe are also working in this market. Nintendo Wii provides an example of a product with broad appeal. Dick Stroud, MD of specialist marketing agency 20plus30 said of the Wii,

6 Economist Intelligence Unit, A Silver Opportunity? Rising longevity and its implications for business, A report from the Economist Intelligence Unit Sponsored by AXA, 2011

7 Economist Intelligence Unit, A Silver Opportunity

8 Economist Intelligence Unit, A Silver Opportunity

“This is an example of extending a product line into a completely new market successfully. Usually the response from companies is that if you target one group you exclude another, but Nintendo has done it very smartly.”

3.2 Market opportunity – Over the top players

The television sector all across the world is facing a deep restructuring. The connected TV's have gained traction over the past few years all over the world. It is basically a TV set that links to the internet. Connected TV's allows the consumer to access all forms of non-linear web content through a form of remote control. The connected TV's allow users to access social networking sites such as Google, Facebook and others through Wi-Fi connectivity and offer a facility to record TV programs. Due to effectiveness and efficiency, connected TV's have gained various features and has become affordable. With the change in technology, these TV's are becoming as suitable as personal computers when it comes to web browsing as well as internet and video browsing. Apart from this, connected TV's supports in Ethernet, USB, Wi-Fi, Bluetooth, and flash memory cards from digital cameras and HDMI and other video-audio connections. The global connected TV's market shipments and revenue have showcased substantial growth in 2014 and is projected to escalate at a rapid pace during the period 2015-2025.

Market studies prove that there is going to be a booming in the “over the top” TV market. Proclamations of doom by commentators about the future of television are easy to find. Every major technological advance, such as the Internet and tablets has prompted a flurry of misguided obituaries for traditional television. A first reality check concerns the motivations of consumers. At this moment the consumers can bring any content they want in their TV set in a single-digit fee per month; for example Netflix is priced at €8 per month in the Netherlands.

The “over the top” TV market, already showing huge consumer uptake via providers like Netflix, Hulu, and Amazon, is expected to increase fourfold by 2019, with connected TV subscription forecasted to

generate \$31.6 billion in revenue. And it's changing. The direct-to-consumer model, once the territory of only a few players, is becoming a more complex ecosystem with more options for viewers.

The *Prospects for Premium OTT in the USA* Report, *released by Ooyala and Vindicia*, found that the environment is perfect for the growth of “over the top” services. The infrastructure is already in place; there is greater availability of public WiFi; tablets, connected TVs, and streaming media players are becoming more popular among consumers; and device interoperability is improving. The report also indicates that consumer awareness, understanding and willingness to pay for premium “over the top” services are exceptionally high in the USA and secondly in Europe, as the success of services like Netflix demonstrates.

On the same report is referred that while Netflix, Hulu, and Amazon have primarily dominated the market, industry experts predict that this won't be the case for much longer. Already, major broadcasters are introducing OTT options: CBS All Access, HBO Now, and DISH Sling TV are just a few examples. In this market all the niche services will proliferate. **The current status is an opportunity for SENIOR-TV to penetrate into the OTT market.**

3.2.1 Aggregating content and applications

Current dominant service aggregators have emerged from the PC ecosystem (Microsoft) the smartphone and tablet ecosystem (the App Store from Apple and Google Play from Google), and also from the Smart TV ecosystem, with players such as Samsung, Sony, Google, Apple, Microsoft and Roku, to name just a few⁶⁸. As the Internet of Things expands, new platforms emerge, ranging from watches and wristbands to clothes, cars, homes, electrical grids and much more. Each of these new ‘platforms’ has the opportunity to function as an aggregator for new services running on top of the platform. This can be in combination with a smartphone. Fitbit and Jawbone wristbands, for example, do not have displays of their own.

The activities of players like Apple, Amazon, Google and Microsoft in home automation, transport and health show how digital service platforms are invading and embracing new domains. **This provides**

opportunities for digital services SMEs and startups that can benefit from the infrastructure, reach and marketing power of these large platform providers. Depending on the level of interoperability and on the footprint of the new aggregation platforms, start-ups and SMEs may have to develop multiple versions of their applications to reach potential customers.

3.2.2 Key findings

A summary of key findings about the future of the “over the top” market is presented below:

- In the coming 10 years next generation media technologies, devices, wearables and IoT-related platforms will create important new opportunities for content and application providers, including European firms to deliver highly innovative, in some cases disruptive, services over the Internet.
- Ubiquitous and ultra-fast mobile and satellite Internet connectivity such as those delivered through 5G and software-defined networks will enable advanced internet services that require stability and minimal lag such as communication between autonomous vehicles and advanced smart city applications.
- The costs of content and service creation will continue to decrease rapidly, especially in terms of software (with open source, modular building blocks and cloud storage and processing).
- Access to and control over data will become important strategic assets to create and capture value;
- Concerns over the ‘privacy paradox’ remain, but growing popularity of privacy enhancing technologies such as adblockers indicates that consumers are increasingly active in protecting privacy.

3.3 Barriers to market

Some of the barriers businesses face in entering the ageing marketplace are discussed below.

1. Not enough marketing is directed towards older people

One criticism made of businesses that have products and services suitable for older people is the lack of focused marketing relevant for this section of the population. TV advertising, in particular, is failing to make an impact on the over 50's. A recent study by research business fast.MAP, in association with mature market specialist consultancy Involve Millennium, reveals 63% of 50-64 year olds claim they don't relate to advertising they see on the television. The figure rises to 68% of 65 to 74 year olds and contrasts with 49% of 35 to 49 year olds⁹.

*"Marketers are missing the point with their campaigns... The over 50's are the audience with the money and yet this audience doesn't relate to the advertising that marketers are producing."*¹⁰

2. Companies are uncertain how to communicate with older people

Understanding the best communication channels for targeting older people is another issue companies will face when entering the older market. The channel(s) companies use to market and sell to older people will often need to be different to those used to reach a younger generation of consumer. Part of the difficulty in identifying the right communication channel is due to the fact older people do not use the Internet to the same extent as younger generations and are less likely than other ages to shop around or keep an eye out for better deals.

"It's not just about packaging and servicing, it's also about communication

*and how older people should be targeted and addressed."*¹¹

9 MarketingWeek, Tv spots paint false image of material girls, July 2011

10 David Cole, fast.MAP, as quoted in MarketingWeek, Tv Spots paint false image of material girls, July 2011

11 Mark Gettinby, AgeUK General Manager of group product development

3. The stigma of companies being associated with older people

This fear was partly born out of the fact they perceived there are no obvious or well-publicised companies who act as role models in the ageing sector.

A strong and consistent theme in SME feedback on the ability to capitalize on the ageing market is the need for role models i.e. successful businesses that sell and market to older consumers.

Small businesses want to understand how companies like Harley Davidson and Nintendo successfully market and sell to older people without putting off their existing, younger clientele.

4. SWOT Analysis

The section outlines the strengths and weaknesses of SENIOR-TV as well as key opportunities and potential threats to SENIOR-TV's business model.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good installed base in terms of use, device, infrastructures and habits • Unique for elderly people • Weak usability of existing Smart TV interfaces and Remote controls. • Connected TV penetration to reach 30% in 2020 	<ul style="list-style-type: none"> • Lack of brand recognition • Multiple payment systems and multiple authentication required • Multiple different experiences • Overlap between Smart TV and Digital TV services
Opportunities	Threats
<ul style="list-style-type: none"> • Locally produced (or adapted) contents are the best defence • For elderly: more direct and fast access to latest contents • New commercial formats. • New advertising formats (i.e Product Placement) • Opportunity to develop a new business model for content providers (e.g. ISPs) 	<ul style="list-style-type: none"> • Super National competitors • Channels vs. Devices vs. Rights Owners • Risk of disinterest and lack of investments in economically less attractive areas • Personal Data Protection Issues • Proprietary content linked to proprietary device and/or platforms • Local/national regulatory framework

5. Competition

In this section we will present two different types of competition, direct and indirect competitors. According to our findings there is not such a big landscape in direct competitors but the indirect competition is a threat.


5.1 Direct Competition

Through the review of the state of the art have been found some EU funded projects that serve quite similar or relevant scope to SENIOR-TV but not a comprehensive product. On the other side of the Atlantic, in the US, it has been identified an already market product, “Independa” (<http://www.independa.com>). This product, in principle, could be considered a strong competitor of SENIOR-TV but the fact that is being sold in the US only, at this moment, can make it as a market insertion guide for SENIOR-TV.

5.2 Indirect Competition

This is one of the biggest threats for SENIOR-TV. With an increasing percentage of the households having broadband Internet, the popularity of TV-connected devices such as Roku (box and stick), Amazon Fire TV, Apple TV and Google Chromecast, as well as game consoles, is growing. The penetration of these devices is increasing as is the time spent using them. This combination is having a meaningful impact on how people view and engage with content on the TV set, and is consequently changing the ways in which media companies provide services. Most of the ISPs now they are offering new types of services (cable TV, video on Demand, Internet, telephony, etc) everything in a single bundle. All these “boxes” are offering many and different types of content which is quite attractive for the end user. So, such distinguish for SENIOR-TV maybe could be difficult to be achieved and penetrate this market. As an example, to demonstrate this situation, we will present the “Ziggo Horizon box” which is a bundle of connected TV offered by the telecom operator “Ziggo” in The Netherlands.

The subscriber through the telecom subscription (Internet, telephony and cable tv) is benefited by a series of other services such as, replay tv, video on demand, many apps (sports, lifestyle, news, games, etc), possibility to watch from any device in the house, huge selection of content (movies, tv series, internet channels, etc), everything in a single package.




De Horizon Mediabox

Programma's opnemen, terugkijken en meer


Nooit meer thuisblijven voor je favoriete serie, want de Horizon Mediabox neemt tot wel 4 programma's tegelijkertijd op in HD. Dat betekent meer plezier op het moment dat het je uitkomt.

Kom meer te weten over de [Horizon Mediabox](#) en wat je er allemaal mee kunt.




Multifunctioneel

De Horizon Mediabox zit bomvol opties waarmee je nog meer lol uit je tv haalt. Opnemen, films en series bestellen, live-tv pauzeren en meer.



Kijken en opnemen

Ruzie over de afstandsbediening is verleden tijd. Tijdens het opnemen van die ene film, kijken anderen gewoon naar hun favoriete serie.



Eigen media afspelen

Met de software van Twonky op je pc deel je muziek en video's met de Horizon Mediabox. Zo speel je gemakkelijk je eigen media af op je tv.

Figure 7: Ziggo Horizon mediabox

In this sense the consumer buys the Internet connection, which is compulsory e.g. for SENIOR-TV, and the same time gets for “free” a huge amount of content. In such a case, SENIOR-TV, will have to be an “add-on” or “yet another box” in the house, fact that makes more difficult its position towards the competition.

6. Business model canvas

In today's life of business, the business model canvas arises as the new tool for the development, visualisation and refinement of commercialisation plan and exploitation strategy.

6.1 Key Partners

This section comprises key partnerships that are needed to make SENIOR-TV business model work. We have made a division of the key partners into Upstream and Downstream.

a. Upstream

- **Component Makers, contracted manufacturing Units.** Since in the current product vision we are going to use an STB as a mean of realization of the product the external component makers would be very important in the business model. Many aspects will be relying on them, such as the manufacturing of the STB, the time of delivery, price, etc.

b. Downstream

- ✓ **ISPs.** In the current business model ISPs would be considered as Key Players. Following the Ziggo example we have identified that it is preferable to approach this category become from competitors to collaborators. The provisioning of SENIOR-TV as a platform content component through an ISP would be an option for us.
- ✓ **Insurance Industry.** Through the end user analysis, the numbers shown that, it is preferred by the elderly people to acquire SENIOR-TV for free. Furthermore, the fact that in our business model we have also targeted strategic sales into big clients, Insurance Industry would be a Key partner for us, either by creating a sales channel through them of interconnecting SENIOR-TV with larger organizations, e.g. hospitals, through their business chain.
- ✓ **Elderly care Organizations.** This partnership would be always keeping us close to the elderly people's needs and requirements.

- ✓ **Retail.** Since retail would be one of the main channel of distributing our product it is being considered also as a Key partner in the sense that we should have a continuous interaction.

6.2 Key Activities

The key activities in SENIOR-TV are:

- ✓ **R&D, product development.** One of the most important activities, is the continuous improvement and development of the product.
- ✓ **Building Partners and channels.** Another important activity we must perform for the sustainability of the business.
- ✓ **Product Sales and Support.** Maybe the most important activity for the financial viability of the business.

6.3 Key resources

At this moment the key resources we have are:

- ✓ **AAL Initial funding.**
- ✓ **Talented manpower**

However, since a regular cash flow, it is essential for the business sustainability we have already begun a series of activities for further investment support after the ALL funding is going to finish.

6.4 Value Proposition

Value proposition can be defined as a positioning statement that enables to define the problem that we solve and the people benefiting from our solution. This section contains SENIOR-TV value propositions at this stage. They will be tested and refined throughout the project duration. In particular, key performance indicators or specific metrics are needed to assess their robustness and enable a thorough head-to-head comparison for instance at the sales stage.

- ✓ **Direct access to contents**
- ✓ **Easy to install and handle**
- ✓ **Elderly are mentally active**
- ✓ **Wi-Fi Connected**
- ✓ **Reduce stress to the family**
- ✓ **It gives the feeling of Independence to elderly**
- ✓ **Increases the Life quality**
- ✓ **Increases the self confidence**
- ✓ **Open for new content to be added**

The following are best practice that support SENIOR-TV value proposition (already planned or implemented in the SENIOR-TV project):

- “Providing very specific, tailored messages for diverse audiences based on their specific knowledge-sharing needs.
- Highlighting different components within the body of knowledge being shared and increasing opportunities for collaborative thinking rather than just presenting information.
- Encouraging community members to connect in diverse ways.
- Increasing the likelihood that a message is heard and considered during decision-making by making the knowledge accessible at multiple times and in multiple ways.¹²”

¹² http://www.uws.edu.au/_data/assets/pdf_file/0018/405252/Knowledge_Sharing_Handbook.pdf

6.5 Customer Relationships

- ✓ **User Data protection.** Through our product support we want to ensure to the end users that any data of them is transited through the SENIOR0TV it will be secured and stays private.
- ✓ **Transparency.** During the business cycle we will ensure that every procedure and interaction with our clients will stay transparent.
- ✓ **Feeling safe/connected.** Through a set of activities we will try to make our clients feeling always safe about the product, (e.g. it will not let them down) and always support them.

6.6 Channels

The following channels of distribution have been defined:

- ✓ **Online**
- ✓ **Partnering (e.g. ISPs, Insurance Companies, etc.)**
- ✓ **Retail stores**

Independently of the channels used to raise awareness or to trigger decisions to subscribe to SENIOR-TV, attention should be brought to design and convey very specific, tailored messages for diverse audiences based on their specific knowledge-sharing needs¹³. It has to be kept in mind that each customer segment consider different value propositions for acquiring SENIOR-TV and therefore, marketing strategy should be designed similarly to the dissemination strategy adopted during the project.

6.7 Customer Segments

Following, you can see the Customer Segments that we have defined.

- ✓ **Individuals (elderly + their children).** One of the main target customers.

¹³ http://www.uws.edu.au/_data/assets/pdf_file/0018/405252/Knowledge_Sharing_Handbook.pdf

- ✓ **Hospitals.** Through our interaction with stakeholders, hospitals are being sought as one of the target clients, since among the others SENIOR-TV could be used during the rehabilitation time at the hospital, in order to keep the patient connected with the “outer” world.
- ✓ **Elderly care centers – caregivers.** Another target audience, who could use mostly the formal apps of SENIOR-TV.
- ✓ **Insurance Companies.** One of the main target audience. This is targeted as a B2B client.
- ✓ **ISPs.** Another B2B client.
- ✓ **Senior’s residences, houses, etc.** These centers could buy SENIOR-TV for their customers, as a part of the general deal they have with them.
- ✓ **Government.** This is a B2G target. E.g. one government could buy SENIOR-TV and offer it to all the hospitals (in countries that still everything is under their umbrella)

6.8 Cost Structure

The main costs around the SENIOR-TV product realization had to do with:

- ✓ **R&D, talent, manpower costs**
- ✓ **Manufacturing costs**
- ✓ **Distribution, Marketing and Sales costs**

6.9 Revenue Streams

At this stage our vision is to sell SENIOR-TV as:

- ✓ **Sale of SENIOR-TV packages**
- ✓ **Strategic partnerships (e.g. sell SENIOR-TV through an ISP or Insurance Company)**

Below are presented the options for selling SENIOR-TV:

- **ONE BOX:** SetTopBox including all the necessary APPs. The elderly person or family goes to the shop and buys the SENIOR-TV box. One time cost. **Initial one time cost 100 Euros.** Gets the box that makes his TV into SMART TV + free Senior App Upgrade.
- **BOX and INTERFACE:** The ONE BOX content PLUS cloud storage and web interface for the data generated through the Senior Apps (blood pressure, weight, etc). The elderly could have access to his/her data through web interface and monitor his status (statistics, ect). The same will be happening for the senior's family and/or doctor, nurse, etc. **160 Euros one time cost (Including 1 year cloud use).** Afterwards they will pay 5 Euros/month, subscription for the cloud usage. Annual or monthly paid.
- **ENTERPRISE:** Solution to be sold directly to an Elderly Care Center, Hospital, Insurance Company, Third parties STBs (e.g. like Apple TV or Amazon TV, etc) or ISPs, Pay TV Operators, Content Owners, etc.
- **SERVICES:** Support services to Enterprise solutions

6.10 Canvas at a glance



7. Financial Plan – 5 years

Based on the model above we have created a financial plan for the next 5 years, starting as from the end of the funding period from the AAL. We set as an exit point Q4 of 2018. Taking account these numbers it coming as a result that for a seed funding of 1,5MEuro the expected return in the 5th year will be 7,2MEuros EBITDA (Neutral case estimation).

In the next table you can see the financial numbers.

EUR		SENIOR-TV PROJECTIONS				
Product Categories		2019	2020	2021	2022	2023
	ONE BOX	€500.000,00	€800.000,00	€800.000,00	€300.000,00	€0,00
	BOX + WEB INTERFACE	€750.000,00	€1.200.000,00	€1.200.000,00	€200.000,00	€0,00
	CLOUD SUBSCRIPTION	€5.000,00	€25.000,00	€25.000,00	€5.000,00	€0,00
	ENTERPRISE	€200.000,00	€500.000,00	€2.000.000,00	€3.000.000,00	€3.000.000,00
	SUPPORT	€30.000,00	€100.000,00	€150.000,00	€300.000,00	€500.000,00
	TOTAL REVENUE	€1.485.000,00	€2.625.000,00	€4.175.000,00	€3.805.000,00	€3.500.000,00
	Cost of Sales					
Salaries	Management	€100.000,00	€100.000,00	€100.000,00	€100.000,00	€100.000,00
	Engineers	€500.000,00	€300.000,00	€200.000,00	€200.000,00	€500.000,00
	Assistant	€30.000,00	€30.000,00	€30.000,00	€30.000,00	€30.000,00
	Sales/Marketing	€500.000,00	€500.000,00	€500.000,00	€300.000,00	€300.000,00
	Production Cost	€300.000,00	€200.000,00	€200.000,00	€100.000,00	€100.000,00
Office	Rent	€15.000,00	€15.000,00	€15.000,00	€15.000,00	€15.000,00
	Utilities	€3.000,00	€3.000,00	€3.000,00	€3.000,00	€3.000,00
	Telecom	€2.000,00	€2.000,00	€2.000,00	€2.000,00	€2.000,00
Marketing	General	€10.000,00	€10.000,00	€10.000,00	€10.000,00	€10.000,00
	Dinners, etc	€4.000,00	€4.000,00	€4.000,00	€4.000,00	€4.000,00
	Conferences	€15.000,00	€15.000,00	€15.000,00	€15.000,00	€15.000,00
	Accomodation					
Travel	Travel	€5.000,00	€5.000,00	€10.000,00	€10.000,00	€10.000,00
Legal	Legal	€10.000,00	€50.000,00	€50.000,00	€50.000,00	€50.000,00
Accounting	Accounting	€5.000,00	€5.000,00	€5.000,00	€5.000,00	€5.000,00
Audit	Audit	€2.000,00	€2.000,00	€2.000,00	€2.000,00	€2.000,00
Research	Stage a	€0,00	€100.000,00	€100.000,00	€0,00	€0,00
	Stage b	€0,00		€200.000,00	€0,00	€0,00
	Stage c	€0,00			€300.000,00	€300.000,00
	TOTAL EXPENSES	€1.501.000,00	€1.341.000,00	€1.446.000,00	€1.146.000,00	€1.446.000,00
	EBITDA	-€16.000,00	€1.284.000,00	€2.729.000,00	€2.659.000,00	€2.054.000,00

8. IPR

SENIOR-TV is not a registered trademark at this stage and should the commercialisation of the platform and its components be planned under this designation, trademark protection shall be sought for the brand.

9. Exploitation Strategy

Different options will be assessed for the exploitation of SENIOR-TV platform:

- Sale
- License
- Joint venture/partnership
- Company creation

At this stage, discussions within the consortium show that setting up an exploitation vehicle for the project foreground IP is the most suitable route to market. It remains to define in the coming years which partners will be involve in it and whether a joint venture will be incorporated.

10. Conclusions

The present document, SENIOR-TV deliverable D4.1, has highlighted the markets of interest for the project. After the analysis of the markets, trends, competitors, initial exploitation strategy and business plan have been proposed. This will be refined throughout the project duration as the market trends are likely to evolve as well as opportunities and threats for SENIOR-TV and a further even more detailed business plan will be delivered before the exit.

Key points to consider:

- How should SENIOR-TV be positioned on the market?
- Which customer segments should be prioritized for SENIOR-TV commercialization? Big clients and large organizations? Or individuals? Both?
- Is the presented revenue model appropriate for SENIOR-TV?
- What are SENIOR-TV unique selling point? What does SENIOR-TV offer uniquely well to its users? How do we measure that?
- Do we fulfill our mission in relation with the AAL programme priorities?

The next iteration of this deliverable will comprise updates of competition, market trends, patent landscape and business models. The document will be enriched with insights from stakeholders gathered and more funding opportunities will be explored. If necessary, a regional approach will be adopted to focus on specific context of SENIOR-TV consortium partners.

aal-2014-171

SENIOR-TV

PROVIDING ICT-BASED FORMAL AND INFORMAL CARE AT HOME

Quality Checklist
Quality Control of D4.1

Peer Reviewer	
Reviewer	Partner
Aliki Economidou	CNTI

CRITERIA	VERIFIED
1) Conformity to Standards and Project templates	
Logos (AAL, SENIOR-TV)	Y
Project title, reference, author, version, revision, data	Y
Mandatory statements (disclaimer)	Y
Conformance to the standard structure required by EACEA (ex. Disclaimer, Executive summary, Acknowledgement, Introduction, page numbers, etc.)	Y
2) Language check (typing mistakes, grammar, etc.)	Y
3) Coherence with objectives declared in the Technical Annex	

Obj. 1: To elaborate the project's Quality Plan following well-accepted methodologies tailored to the learning domain and based on a detailed description of projects objectives, success indicators and work plan.	Y
Obj. 2: To monitor all project activities and provide quality control of all project results as well as recommendations for improvements and identification of best practices.	Y
4) Reliability of data	
Information and sources well identified	Y
Data and information are free from factual or logic errors	Y
The analysis (if applicable) is reliable, i.e. previous studies have been sufficiently reviewed; qualitative information and quantitative data are balanced and appropriate	Y
5) Credibility of findings	
Findings supported by evidence based on data analysis	Y
Replicability of findings	Y
6) Validity of conclusions	
Conclusions meet evaluation questions and information needs	Y
Conclusions supported by proper evaluation findings	Y
No conclusions missing according to the evidences presented	Y
7) Please indicate any deviations from contractual conditions (WP objectives declared in the technical annex)	
All significant issues are included.	
8) Comments/Suggestions for revision: None	
9) Implementation of revisions/modifications suggested and explanation for eventual rejections (performed by the Responsible of the Deliverable): N/A	
10) Deliverable accepted	
<input type="checkbox"/> YES	
<input type="checkbox"/> NO	
If NO, please state reasons:	