

Project Identification

Project number	AAL 2012-5-199
Duration	1 st May 2013– 30 th April 2016
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Coordinator Organisation	AIT Austrian Institute of Technology GmbH, Austria
Website	www.relaxedcare.eu



Stakeholders and Business requirements

Document Identification

Deliverable ID:	D-2.3A Stakeholders and Business requirements
Release number/date	V 2.0 24.10.2013
Checked and released by	AIT, Martin Morandell
Work Status	Finished
Review Status	Reviewed

Key Information from "Description of Work"

Deliverable Description	Report
Dissemination Level	Public
Deliverable Type	Report
Original due date	September 2013

Authorship & Reviewer Information

Editor	Antonio Remartinez / IBERNEX
Partners contributing	
Reviewed by	Martin Morandell



The project RelaxedCare is co-funded by the European AAL JP and the following national authorities and R&D programmes from Austria, Switzerland, Slovenia and Spain



Release History

Release Number	Date	Author(s)	Release description /changes made Please make sure that the text you enter here is a brief summary of what was actually changed; do not just repeat information from the other columns.
V 01	24.10.2013	AR/IBE	First version of Del
V02			

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Relaxed Care (AAL 2012-5-199.) is a project within the AAL Joint Programme Call 5

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D2.3A Stakeholders and Business requirements



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Executive Summary

The objective of this document is to present the potential stakeholders detected to be included in the business requirements. The content of this document will be an introductory position for the exploitation of the RELAXEDCARE project results.

Steps used for this objective are:

- 1) To identify the potential stakeholders of the product/service.
- 2) To define the business requirements.
- 3) To look for a business model to be used in the exploitation plan.

This work it is an initial process to be continued in the Draft Business Plan.

1 About this Document

1.1 Role of the deliverable

The objective of this document is to present the introduction for the project exploitation strategies.

To generate the appropriate return on the investment made by the consortium members, an adequate and efficient strategy is necessary for an effective commercial exploitation of the achieved and envisioned results.

1.2 Relationship to other Relaxed Care deliverables

The deliverable is related to the following Relaxed Care deliverables:

<u>Deliv:</u>	<u>Relation</u>
D8.4	Business Modelling

2 Customer requirements

The following stakeholders were identified, as potentially interested in the RELAXED CARE outcomes.

2.1 Stakeholders identified

Stakeholders	Notes
Insurance Companies	<ul style="list-style-type: none"> • Want to provide solutions that provide “safety feelings” and peace of mind to the customer. • Want to guarantee that their customer’s health and integrity are maintained or improved.
Social Support Institutions	<ul style="list-style-type: none"> • Pursue reduction of costs so they can provide a more competitive service. • For non-profit institutions lower price means a wider range of services. • Want to provide peace of mind for family members. • Want to improve services, in terms of quantity, quality, and customization. • Increasing number and type of technology-based devices installed at customer’s home for offering a better personalized service to the inhabitants (namely for safety issues).
E-Inclusion Service Providers	<ul style="list-style-type: none"> • Seek to deliver the best range of products or services. • Tackle different clients. • Try to differentiate themselves from the competitors.
Nursing Home Service Providers	<ul style="list-style-type: none"> • Will improve the quality of their service using the RELAXED CARE concept in parallel to their activities. • Will deliver greater prevention and monitoring.
Telecommunications Companies	<ul style="list-style-type: none"> • Present in, virtually, all homes. • Provide services considered fundamental for a modern society. • Very close proximity to the client and the client’s home. • Will add value to and increase the range of their products.
Local and Regional governments	<ul style="list-style-type: none"> • Will reduce the public expenditure. • Rearrangement of the local health offer.
Local computer companies	<ul style="list-style-type: none"> • Routine maintenance work and computer assistance.
Health system (general practitioners, health institution, etc.)	<ul style="list-style-type: none"> • Telemedicine service and video check-up of patients • Direct monitoring of the patients (costs optimization)
End user organizations/foundations	<ul style="list-style-type: none"> • Involvement of Universities of the Third Age and elderly groups

Table 1 – Stakeholders identified

2.2 Key steps

Each of the previous identified stakeholders was assessed in terms of their generic requirements. Also, the following key steps for the RELAXED CARE commercialization were identified:

- Client Detection;
- Client Contract;
- Installation;
- Data Management;
- System maintenance;
- Process Monitoring.

2.3 Requirements identified

Requirements
Ability to treat data collected locally or remotely
Adaptability
Broadband connectivity
Compatibility with existing products and standards
Confidentiality and privacy
Cost efficiency
Data mining
Data outputted in standard format
Iterative tools for updating the system to the mental conditions of the patient
Logger
Marketability
Modularity and scalability
Narrowband
Near real time connectivity
Reliability
Remote access and management
Reusability
Simplified connectivity
Simplified physical architecture
Data Integrity
Recoverability (these requirements address the ability to recover from unexpected interruptions)
Robustness (these requirements address how the product will respond to):
<ul style="list-style-type: none"> • Data exceptions • System failures • Hardware failures

They may consider or specify:

- Alarms and triggers
- System response
- Levels of severity
- Organization policies and processes for such events
- Fault and failure recording and tracking)

Interoperability (these requirements address the need for the product to interface with other applications or systems without interfering with the operation of those other applications or systems)

Learnability

Maintainability (these requirements address the ease with which the product accepts repairs or adapts to new functionality, as well as the process by which problems are reported and resolved).

User licenses and certifications

Packaging and distribution

Portability (these requirements address the ease with which the product is implemented on or migrated to other platforms or operating systems)

Responsibilities (these requirements address the need to associate people to the tasks for which they are responsible, i.e. individual persons, roles, teams, job functions, organizations, clients, local government, etc.)

Security (these requirements address data security in terms of access restrictions placed on users and other systems).

They may consider or specify:

- Privacy
- Industry standards
- Data, screen, or application level controls
- Data transmission protocols
- Encryption
- Remote access
- Multi-system access
- Password control (including constraints for password content, re-use, and frequency of change)
- Export compliance

Usability (these requirements address the ease with which a person uses the product)

Table 2 – Requirements identified

3 SEEKING FOR A BUSINESS MODEL

We'll also work on the definition of an appropriate business model to impact the market. It will be a work which will continue farther, after project end.

We are thinking to use the Canvas model (Alex Osterwalder). The Business Model Canvas¹ is a strategic management template for developing new or documenting existing business models. It is a visual chart with elements describing a firm's value proposition, infrastructure, customers, and finances. It assists firms in aligning their activities by illustrating potential trade-offs.

3.1 CANVAS ELEMENTS DISCUSSION

3.1.1 OFFERING

We must define what we are offering to the market:

- A full product.
- Individual components.
- A service.

3.1.2 VALUE PROPOSITION

The collection of products and services as business offers to meet the needs of its customers. According to Osterwalder, (2004), a company's value proposition is what distinguishes itself from its competitors. The value proposition provides value through various elements such as newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability.

The value propositions may be:

- Quantitative- price and efficiency
- Qualitative- overall customer experience and outcome.

3.1.3 CUSTOMER SEGMENTS

- Primary customers: Care services provider, aiming to increase their services offer.
- Primary end-users: Healthy independent senior adults living alone with risk of temporary memory loss problems and their families.

- Next versions of the product: Secondary and tertiary end-users and or customers: Nursing homes, various service organizations, care homes, day centers, etc.
- Others.

3.1.4 CUSTOMER RELATIONSHIPS

To ensure the survival and success of any businesses, companies must identify the type of relationship they want to create with their customer segments. Different models of customer relationships include:

- Personal Assistance: Assistance in a form of employee-customer interaction. Such assistance is performed either during sales, after sales, and/or both.
- Dedicated Personal Assistance: The most intimate and hands on personal assistance where a sales representative is assigned to handle all the needs and questions of a special set of clients.
- Self Service: The type of relationship that translates from the indirect interaction between the company and the clients. Here, an organization provides the tools needed for the customers to serve themselves easily and effectively.
- Communities: Creating a community allows for a direct interaction among different clients and the company. The community platform produces a scenario where knowledge can be shared and problems are solved between different clients.
- Co-creation: A personal relationship is created through the customer's direct input in the final outcome of the company's products/services.

3.1.5 DISTRIBUTION CHANNELS

A company can deliver its value proposition to its targeted customers through different channels. Effective channels will distribute a company's value proposition in ways that are fast, efficient and cost effective. An organization can reach its clients either through its own channels (store front), partner channels (major distributors), or a combination of both.

3.1.6 KEY RESOURCES

- Human capital: Technical resources

- Relationship capital
- Brand (has to be built)
- IPR (issues open on project level)

3.1.7 KEY ACTIVITIES

- Building alliances
- Development of cost-benefit evidences
- Marketing (direct and indirect)
- Generate tools to be used as an open platform for others health prevention and advanced care solutions.

3.1.8 KEY PARTNERS

- Care providers, not only as customer, also to define the market solution.
- Health system and Health monitoring system.
- Psychologists
- Family members of patients with cognitive problems (like dementia)
- The consortia member to keep the solution evolving.
- ICT providers, to include/link RELAXED CARE with other devices.

3.1.9 COST STRUCTURE

- Marketing:

- Direct operational cost (increase due to this product).

3.1.10 REVENUE MODEL

Only income coming from primary business will be considered. Those are the products and the services.

Full system selling price average (it will depend of the personal configuration).

Figure 1 CANVAS Model Table

References

1 **The Business Model Canvas** nonlinearthinking.typepad.com, July 05, 2008. Accessed Feb 25, 2010.