



inDemand RCT

Innosup-06-2018: experimentation in innovation agencies

**REPORT OF BUSINESS
SUPPORT ACTIVITIES
DELIVERED BY TICBIOMED**

February 2023



This project has received funding from the European Union's Horizon 2020 research and innovation under grant agreement No 824206

Introduction and presentation

Under the inDemand RCT project, Ticbiomed received a request by INFO to deliver business support to the intervention group.

Ticbiomed is a non-for-profit business cluster located in the region of Murcia. The association promotes open-innovation collaborative projects, with a specialization in digital and health. In particular, linking demand with supply to jointly co-create solutions to the challenges of the customer side.

- More information about [who we are](#)
- The [cluster](#) was the coordinator of the inDemand project

This European project served as fore runner for the current inDemand RCT initiative. Ticbiomed was a major player in delivering the business support to the 20+ companies that participated in the co-creation of the challenges launched over its lifetime.

Jorge Gonzalez, Director of Ticbiomed, has conducted the delivery of business support in close collaboration with INFO.

He has delivered support to improve business modelling, identify sources of funding, helping go-to-market strategies within [the projects](#) he has coordinated or participated.

He has also coached Small and Medium Enterprises under several programmes like the SME instrument and in private assignments funded by private customers.



More about his experience here: [Linkedin](#)

Objectives of the business support intervention

After the commission of work, Ticbiomed set the following objectives during its participation.

Design a methodological approach to deliver the business support. The approach had to fit the time constraints, including considering Spanish summer holidays. Besides, it should not be a burden to the co-creation while being as impactful as possible.

Deliver value to the teams. Business support is about business, not technology. The focus of the delivery of business value was the commercial traction in case the co-creation was evaluated as successful. For that, the stress during the interactions was on how much the decision makers and influencers of the challenger organization knew about the project. Internal communication during the co-creation is one of the critical actions to maximize chances of quick adoption of the solution after successful evaluation. Therefore, challenger team directly working with the solvers were asked to frequently update management on its advances. Once the teams indicated that the solution will likely work, the business supporter encouraged the arrangement of meetings between decision makers and the solver organization.

Help INFO to support the collaboration between Challenger and Solver during co-creation. The delivery of the support was also aimed to flag conflicts and bottle necks, so that there can be a successful business relationship based on common trust. An early identification of those and a quick reaction is critical to minimize their impact, something that is nevertheless in any collaboration between different players. As the ultimate responsible that the co-creation works smoothly, the information was escalated if the few situations that took place.

Identification of lessons learnt and recommendations. During the interaction a lot of learnings emerged, that may be of interest both to INFO and a wider community. The collection and dissemination of those could benefit future initiatives at regional, national, and European level.

Listing of teams and challenges

The intervention group was composed of a Challenger and a Solver for each of the 8 awarded challenges.

Challenge	Type	Company name
VISIONARIO	Challenger	AGRUCAPERS
VISIONARIO	Solver	BIYECTIVA
VALOR OLIVA	Challenger	ALIMENTOS VALLE DE RICOTE
VALOR OLIVA	Solver	CALPECH
EVER-TREND	Challenger	EVERSIA
EVER-TREND	Solver	BINARII
DISABASE	Challenger	MY ENERGIA ONER
DISABASE	Solver	U-HOPPER: GRUPO INTERVENCIÓN
FAMICOM	Challenger	MY ENERGIA ONER
FAMICOM	Solver	CUBIC FORT
ANDAMUR4U	Challenger	G.P. LIMITE ANDAMUR
ANDAMUR4U	Solver	HR NOMINAPRESS
NDICOM	Challenger	REMOTE MEDICAL DIAGNOSTICS / CLINIMUR
NDICOM	Solver	IDONIA
AUTOCEM	Challenger	CEMENTOS LA CRUZ
AUTOCEM	Solver	QSEE

The details of the challenges are presented in the following table:

Challenge name	Summary	Description
VISIONARIO	Verification of interior quality of capers without destruction of the product	Detect defective chaperon without destroying it.
VALOR OLIVA	Valorize the by-products obtained in the Aceites Valle de Ricote mill, from the production of olive oil	The solution to our challenge must eliminate as much as possible the transport of by-products produced in the mill, thus facilitating the standardization of the costs of the olive oil production process, we also seek to value the by-products as an organic amendment or background fertilizer suitable for organic farming.
EVER-TREND	Monitoring and control of production parameters from SCADA type systems to improve film extrusion processes and manufacture of flexible packaging	It is necessary to advance in solutions that allow the registration of parameters or variables that vary over time in EVERSIA's production equipment: extruders, cutters, laminators, printers, etc. Currently, the production speed is measured, but other critical indicators for process improvement are not obtained (temperature, levels, weighing and dosing, real-time electricity consumption, meters, etc.). Therefore, it is intended to achieve a higher number of indicators.

DISABASE	Power consumption baselines with load disaggregation	The challenge is to develop a process or service that makes a baseline of electricity consumption of customers based on historical data, patterns, profiles and other variables that may influence it, such as calendar or temperature. Being able to carry out the disaggregation of loads in homes and small businesses, that is, knowing in which appliances or devices consumption occurs (refrigerator, air conditioning, electric water heater, oven, etc.).
FAMICOM	Invoice comparator	We need to generate an automatism to be able to perform analysis and comparisons of customers' electricity bills. Our idea is to reach a solution as simple as possible for the client, so that, simply by attaching an invoice from your current company, we are able to analyze and make a comparison with our prices automatically and generate a PDF with the results / analysis of said comparison.
ANDAMUR4U	The Employee Portal 3.0. A platform to digitize and automate the HR Department	A platform to digitize and automate the HR Department
NDICOM	Incorporation of a new dicom viewer to telemedicine platform	This is the incorporation into the existing platform of a new radiological image viewer that allows all kinds of viewing and remote diagnostic reports.
AUTOCEM	Automation of cement production through data analysis	The production process consists of grinding clinker, gypsum and other raw materials in different proportions and at different degrees of fineness according to the type of cement desired whose control is carried out by means of a scada that feeds on various parameters that are modified by the panelist depending on the results of the laboratory analyzes that are reported every hour (SO ₃ , CO ₂ and fineness).

A summary of the challenger-solver interaction and their probability of procurement after the project end.

Challenge name	Summary	Likeness of procurement
VISIONARIO	It is not a straightforward procurement because the Solver is only contributing to the first part of the process: the identification of the chaperons that need to be discharged. The second part is to incorporate a technology that physically removes the chaperons that have been identified for discharge. During co-creation, it was not clear who will provide the second part of the process.	Difficult, due to the co-creation of a partial solution.
VALOR OLIVA	The project has suffered some changes in scope and need definition. There were some problems also with attendance to the business support meetings. In the case of sunny weather scenario, it is not clear who will fund the construction of the plant to process the by-products.	Difficult, due to the changes in scope and lack of business model for sustainability from the Challenger.
EVER-TREND	Though there were some initial issues with the communication between the co-creators, seems that in the last interactions there was an agreement on the scope of the requested need by the Challenger and the feasibility of providing a suitable solution by the Solver.	Likely in the short term for a limited functionality. Would be good if INFO follows up to encourage future engagement.

DISABASE	<p>The need was a pressing issue for the Challenger, with a lot of added value to their operations.</p> <p>The Solver had a very good understanding of how to solve the challenge.</p> <p>The communication has been good during the process, and the results are promising. The team was waiting for the comparison between current provider and the Solver's, in an agreed extension of the co-creation.</p>	<p>Very likely if the results prove to be successful, as expected.</p>
FAMICOM	<p>This is one more example of an analytics project where the difficulty is more in processing and preparing the information than developing the algorithm that delivers the desired outputs.</p> <p>Though the project started kind of slow, it gained momentum by the end of the co-creation.</p> <p>The final presentation of the solution looked very promising to the Challenger.</p>	<p>Very likely if the results prove to be successful, as expected.</p>
ANDAMUR4U	<p>This project started well from the beginning, with a good understanding from the two parts of what needed to be done and why.</p> <p>By co-creation end there was a little percentage to be completed, but the satisfaction of both sides was high.</p>	<p>Very likely.</p>
NDICOM	<p>The co-creation was carried in almost by-the-book approach.</p> <p>Very good collaboration and more than satisfactory results.</p>	<p>Very likely.</p>
AUTOCEM	<p>The co-creation went very well, although there is still one fringe, which is getting the operators of the challenger to trust the results of the algorithm. They were working on it after the business support until November 9 and maybe a little longer.</p> <p>For the challenger, the project is a very strategic decision and, although decisions usually take time, an acquisition is very likely.</p>	<p>Very likely.</p>

Methodological approach

The methodology was designed to be cost-effective while impactful, fitting to the time constraints.

It followed the following chronological steps.

1. Interaction with INFO for the Business support set up.
2. Organization of an altogether presentation telco.
3. Assessment of gathered information.
4. First round of telcos with Solvers.
5. First round of joint telcos with each Challenger-Solver team.
6. Last round of joint telcos with each Challenger-Solver team.
7. Delivery of additional support between telcos.

1. Interaction with INFO for the Business support set up

OBJECTIVES:

1. Acquire information about the overall inDemand RCT objectives and the priorities for INFO.
2. Learn about the challenges, the intervention teams and other related information to deliver the Business Support (BS).
3. Propose and agree on a proposal for the BS delivery.
4. Set up the sharing of information on an online common folder.
5. Design the methodology for step-to-step execution.

EXECUTION: [Ticbiomed in coordination with INFO]

- Three meetings took place to exchange information and prepare the altogether telco.
- An online common folder was set up in Dropbox. INFO shared relevant information with Ticbiomed via that folder.
- Ticbiomed designed and agreed the methodology with INFO.

OUTPUTS:

- Agreed methodology to proceed with the teams.
- Creation of a common space for document sharing.

2. Organization of an altogether presentation telco

OBJECTIVES:

1. Introduce Ticbiomed as the business supporter to all challengers and solvers.
2. Prepare material to explain the methodology and next steps.
3. Gather information to assess the status of the co-creation per challenge.
4. Arrange the setting for the individual telcos with the Solvers.

EXECUTION: [Ticbiomed in coordination with INFO]

- The date of the telco was set for the 4th of July 2023.
- An email was sent to all challengers and solvers of the intervention group inviting them to the telco.
- A presentation to guide the meeting was created. > See [link](#)
- The online forms to gather information from challengers and solvers were created. Each participant filled a Google form to share with Ticbiomed what the advancement of the cocreation was, its knowledge about what its other part requires and the expected benefits.
 - Form for Solvers > See [link](#)
 - Form for Challengers > See [link](#)
- A tool (based on [HubSpot](#) platform) as customized to arrange the first telco with Solvers.
- This agenda was followed during the telco.
 - Introduction of the business supporter
 - Quick presentation of the participants.
 - Explanation of the BS methodology.
 - Request for gathering information using the online forms.
 - Arrangement of the first individual telco with solvers before a deadline.

OUTPUT:

- Information gathered within the telco and the online forms.
- A meeting appointment with each Solver.

3. Assessment of gathered information

OBJECTIVES:

1. Understand the current situation per challenge as expressed per each actor independently.
2. Identify potential mismatches between the points of view of Solver and Challenger teams.
3. Compare the advancement of the different challenges, to assess which ones are performing according to schedule and which require an acceleration.

EXECUTION: [Ticbiomed]

- Formatting the gathered information in a way that is easy to assess and compare.
- Execute the comparative assessment.
- Identify key information to be discussed in the upcoming telcos.

OUTPUT:

- Production of notes per challenge to be discussed in the following telcos.

4. First round of telcos with Solvers

Solvers are typically more agile organizations and therefore easier and faster to interact with in a first contact to get an overview of the challenge. Specially before the period before the Spanish summer holidays.

OBJECTIVES:

Learn

1. More about the solver: activity, business model, size of company, etc.
2. how well the solver understands the challenge it is working on.
3. what the proposed solution is.
4. the status of the co-creation from their point of view.
 - a. Are there any issues or bottle necks?
 - b. Comparison with the Challenger's response in the google form.
5. the capacity and experience to solve the challenge.
6. how strategic the challenge is for their commercial strategy.
7. their expectations needs and requests regarding business support.
8. any other relevant information.

EXECUTION: [Ticbiomed and each of the 8 solvers]

- Prepare the script for this round of telcos.
- During the telco:
 - Sharing of objectives and procedure.
 - Collection of responses and comments.
 - Agreement of homework to be done before the next step.
 - Request to arrange the next telco between the three players: Challenger, Solver, and business supporter.

OUTPUT:

- Creation of a file per challenge with the responses and comments from the solver, the homework and the internal notes taken by Ticbiomed.

5. First round of joint telcos with each Challenger-Solver team

OBJECTIVES:

Learn

1. More about the challenger: activity, business model, size of company, etc.

2. How the challenger understands the challenge and how strategic it is for them
3. What the status of cocreation is from the challenger point of view.
4. Compare it with the Solver's opinion.
5. Identify discrepancies (also based on the information gathered in the Google form), issues or bottlenecks.
6. Jointly propose solutions to solve them.
7. Assess how likely it is that the co-creation will deliver a suitable solution to the challenge.
8. Inform the Challenger about the convenience to arrange exchanges of information with internal decision makers to maximize chances of an acquisition if the co-creation is successful. Request to organize them and bring back the feedback in the next telco.

EXECUTION: [Ticbiomed and each of the 8 challenger-solver team]

- Prepare the script for the telco.
- During the telco:
 - Sharing of objectives.
 - Collection of responses and comments.
 - Agreement of homework to be done before the next step.
 - Request to arrange the next telco between the three players: Challenger, Solver, and business supporter.

OUTPUT:

- Updated file per team with the responses and comments, the homework and the internal notes taken by Ticbiomed.

6. Last round of joint telcos with each Challenger-Solver team

OBJECTIVES:

1. Learn the status of cocreation from the Challenger and the Solver points of view
2. Identify any remaining issues or bottlenecks.
3. Propose solutions.
4. Communicate Challenger's feedback from its decision makers about potential acquisition.
5. Evaluate the success of the co-created solution.
6. If positive, discuss a train of actions to increase acquisition chances after the project ends.
7. Suggest that in case of acquisition, share the information with INFO and Ticbiomed to support its wide communication leveraging their channels.
8. Identify next actions by each member of the team before co-creation ends.

EXECUTION: [Ticbiomed and each of the 8 challenger-solver team]

- Prepare the script for the telcos.

- During the telco:
 - Sharing of objectives.
 - Collection of responses and comments.
 - Agreement on next actions.
 - Farewell.

OUTPUT:

- Updated file per team with the responses and comments, future actions and the internal notes taken by Ticbiomed.

7. Delivery of additional support between telcos

- Some teams requested additional help to proceed with the co-creation so there were devoted exchanges by email or phone to provide it.
- In two cases, there were difficulties to reach the Challenger despite Solver efforts. Ticbiomed together with INFO intervened to successfully overcome the situation.

DISCLAIMER

Individual answers and comments have not been included in this document to preserve the confidentiality to all actors, as the base of a trusted exchange of information. Any inquiry on a concrete exchange will be solved under the basis of those terms.

Assessment and recommendations for future editions

This a collection of insight that could be acted upon by INFO. They might also of interest for the European Commission as promoter of the inDemand RCT project.

LESSONS LEARNT

1 Compared with the inDemand co-creation exercise, the interactions were much more fluid with private Challengers than with public ones.

English did not look to be a barrier for Challenger-Solver when communicating in this language. **2**

3 Solvers grasp very well what the challenge is about. Selecting solvers that have experience on the topic enables a fast solution creation. There is an added value regarding the know-how exchange with the Challenger.

Most of the issues in the team relationship had to do with the difficulty of access to the Challenger contact point by the Solver. There were different casuistic for it. However, once the communication was restored the cooperation advanced a good rhythm. A quick intervention from the instrument management team (INFO) ensures getting rapidly the exchange on-track. **4**

5 Some challengers changed the focus/scope of their challenges during execution. This is not necessarily bad but frustrates Solvers and delays the solution development. This also reduces the value of the solution.

Nor challengers nor solvers seem to think of future acquisition of the solution if proven to be successful. They both concentrate in the co-creation, leaving the acquisition to a later stage. However, experience show that the sooner the talks about a potential acquisition, the more chances for it. Co-creation should be leveraged to promote internal communication within the Challenger, to involve decision makers as early as possible. **6**

7 Solvers are way more pro-active than Challengers. They clearly see the commercial potential of the opportunity and grasp it very quickly.

Some challenger management teams lack innovation experience, but this is not an issue. Lack of response or long cycles of feedback is a much worse barrier. **8**

RECOMMENDATIONS:

- There are a lot of resources and know-how that can be useful both internally and outside INFO. Evaluate, collect, and document procedures, resources (eg. template), lessons learnt and success stories.
- Share key learnings within INFO. Present it to top management, heads of departments, technical personnel and other stakeholders that can make use of it in the future.
- Follow up on outcomes after project end. Of special interest are the materialization acquisitions of the co-created solutions, and the related opening of new commercial opportunities from the solver side. From the challengers, information on the level of improvement thanks to solving the proposed challenge is very valuable. Both are sources of success stories that justify and promote the use of demand-driven co-creation approaches.
- Disseminate insights and outcomes to targeted audiences with capabilities to promote this type of approach. At the level of
 - Regional:
 - Policy maker. Like Regional Ministries with influence on Public Private Collaboration, Innovation Procurement or Digital Transformation.
 - Potential challengers in the public (Health, transport, or city management) and private domain.
 - Ecosystem like professional associations (eg. CROEM), clusters and technological centres (eg. CETEM) and other innovation stakeholders.
 - National: RDA associations like Foro ADR, national agencies promoting innovation like CDTI and DGs promoting procurement of innovation.
 - EU level: Create a position paper and/or organize a policy workshop with European Commission stakeholders. EIC, DG RTD or DG Grow.
- Incorporate public procurement of innovation and demand driven cocreation as a topic of relevance in the regional [RIS4](#) strategy. Incorporate them in initiatives like [Partnerships for Regional Innovation](#). The region of Murcia has an in depth knowledge on this area thanks to its participation in projects like inDemand, Cherries, innoBuyer and HealthChain, that can and should put in value for the benefit of its citizens.
- **MOST IMPORTANTLY:** Make the decision to adopt the inDemand RCT approach as a systemic instrument for lasting, multiplying impact. Devote talent, resources, and budget to launch future editions, that reinforce its effectiveness overtime. Master the art of identifying good challengers and challenges and help them to connect with solvers in a win-win paradigm. Become a hub, engine and sherpa that helps to deliver impactful and sustainable value.