



Platform for Innovation of Procurement  
and Procurement of Innovation

## **D6.3 Operating Model Proposal**

# **PIPI**

**GA No 826157**

**January 2020**

## Table of content

|   |    |
|---|----|
| 1. Introduction.....                            | 6  |
| 2. Purpose of document.....                     | 6  |
| 3. Scope and Methodology .....                  | 6  |
| 3.1. Reference model analysis.....              | 7  |
| 4. Design of the PIPPI Operating Model.....     | 9  |
| 4.2. Strategy and Governance.....               | 10 |
| 4.3. Value-added services catalog.....          | 19 |
| 4.4. Operation and provision of services .....  | 22 |
| 4.5. Recruitment model .....                    | 27 |
| 4.6. Alliance Network .....                     | 31 |
| 4.7. Organization and financing .....           | 35 |
| Appendix 1. Operating Model Questionnaire ..... | 39 |

## Table of illustrations

|   |           |
|---|-----------|
| <i>Figure 1. International Reference organisations/networks .....</i>   | <i>7</i>  |
| <i>Figure 2. International Reference organisations/networks .....</i>   | <i>8</i>  |
| <i>Figure 3. PIPPI Platform Operating Model Proposal .....</i>          | <i>10</i> |
| <i>Figure 4. PIPPI phases and methodologies used .....</i>              | <i>11</i> |
| <i>Figure 5. PIPPIs' first proposal of general strategic goals.....</i> | <i>14</i> |
| <i>Figure 6. Centralized Governance Model (Conceptual Model) .....</i>  | <i>18</i> |
| <i>Figure 7. Decentralized Governance Model (Conceptual Model).....</i> | <i>19</i> |



|   |    |
|---|----|
| Figure 8. Proposed initial PIPPI's catalog of value-added services .....                | 20 |
| Figure 9. Proposed initial PIPPI's extended catalog of value-added services .....       | 20 |
| Figure 10. PIPPI platform services evaluation matrix .....                              | 21 |
| Figure 11. Comparison of business model scenarios.....                                  | 22 |
| Figure 12. Scalability of the operation model .....                                     | 23 |
| Figure 13. Possible action scenarios for the PIPPI platform.....                        | 24 |
| Figure 14. Selection of action scenarios for the PIPPI platform .....                   | 25 |
| Figure 15. The value chain of activities of the PIPPI platform (Conceptual) .....       | 26 |
| Figure 16. Communication Goals .....  | 28 |
| Figure 17. AIDA Model (Conceptual).....   | 29 |
| Figure 18. PIPPI Ecosystem.....   | 32 |
| Figure 19. Levels of collaboration by type of actor (Not exhaustive).....               | 33 |
| Figure 20. Collaboration importance evaluation matrix.....                              | 34 |
| Figure 21. Collaboration preference.....  | 34 |
| Figure 22. Example of the job profile card .....  | 36 |
| Figure 23. Financing scenarios .....  | 37 |
| Figure 24. Preference between different revenue streams measured with weighted criteria | 38 |



## Glossary

**Best practices:** a procedure that has been shown by research and experience to produce optimal results and that is proposed as a standard suitable for widespread adoption<sup>1</sup>

**Community of Practice (CoP):** gathering of individuals motivated by the desire to cross organizational boundaries, to relate to one another, and to build a body of actionable knowledge through coordination and collaboration. More colloquially, a CoP is a group of people who share a concern or passion for something they do and learn how to do it better as they interact regularly.<sup>2</sup>

**Governance:** Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance<sup>3</sup>.

**Pre-Commercial Procurement (PCP):** challenges industry from the demand side to develop innovative solutions for public sector needs and it provides a first customer reference that enables companies to create competitive advantage on the market. PCP enables public procurers to compare alternative potential solution approaches and filter out the best possible solutions that the market can deliver to address the public need.<sup>4</sup>

**PIPPI Ecosystem:** The network of organizations—including users, competitors, government agencies, and so on—involved in the delivery of a specific product or service through both competition and cooperation. The idea is that each entity in the ecosystem affects and is affected by the others, creating a constantly evolving relationship in which each entity must be flexible and adaptable in order to survive as in a biological ecosystem.<sup>5</sup>

**PIPPI Platform:** Technological enabler of PIPPI CoP functionalities.

**Public Procurement of Innovative solutions (PPI):** facilitates wide diffusion of innovative solutions on the market. PPI provides a large enough demand to incentivise industry to invest in wide commercialisation to bring innovative solutions to the market with the quality and

---

<sup>1</sup> <https://www.merriam-webster.com/dictionary/best%20practice>

<sup>2</sup> <http://documents1.worldbank.org/curated/en/188671504682900121/pdf/119411-REVISED-PUBLIC-Community-Primer-2018-Final-2-21-2018.pdf>

<sup>3</sup> <https://www.governanceinstitute.com.au/resources/what-is-governance/>

<sup>4</sup> <https://ec.europa.eu/digital-single-market/en/pre-commercial-procurement>

<sup>5</sup> Based on James F. Moore. A new ecology of competition, 1993



[5]

price needed for mass market deployment. This enables the public sector to modernize public services with better value for money solutions and provides growth opportunities for companies.<sup>6</sup>

**Unmet Need:** means a condition for which there exists no satisfactory method of diagnosis, prevention or treatment authorised in the Community or, even if such a method exists, in relation to which the medicinal product concerned will be of major therapeutic advantage to those affected.<sup>7</sup>

Value chain: A collection of activities that are performed by a company to create value for its customers. Value Creation creates added value which leads to competitive advantage. Ultimately, added value also creates a higher profitability for an organization.<sup>8</sup>

---

<sup>6</sup> <https://ec.europa.eu/digital-single-market/en/public-procurement-innovative-solutions>

<sup>7</sup> [https://ec.europa.eu/health/sites/health/files/files/eudralex/vol-1/reg\\_2006\\_507/reg\\_2006\\_507\\_en.pdf](https://ec.europa.eu/health/sites/health/files/files/eudralex/vol-1/reg_2006_507/reg_2006_507_en.pdf)

<sup>8</sup> Michael Porter, Competitive Advantage (1985)

## 1. Introduction

The design and development of the PIPPI platform involve a large and diverse number of actors, who collaborate from their particular experience and point of view, in the process of ideation and development of the work packages that are shaping the business model and the PIPPI Platform value proposal.

Based on the knowledge and insights acquired through the workshops and different deliverables that are part of the development of the PIPPI Platform, an Operating Model will be defined to guide the implementation of the platform.

Throughout the Operating Model, key components will be analyzed that will allow the establishment of the foundations of the governance of the platform, its organization, and the resources, means and essential activities for its real operation.

This task will be based on the input from other tasks such as the identification of existing solutions and toolboxes for PCP/ PCP, the description of main PPI/ PCP processes and activities, and lessons learned from establishing the ecosystem/ network and creation of CoPs for PPI/ PCP.

## 2. Purpose of document

Develop an **Operating Model** for the PIPPI platform, based on the inputs obtained from the analysis and reports generated throughout the project. The Operating Model will lay the foundations for the set-up, sustainability and scalability of the PIPPI project.

## 3. Scope and Methodology

As shown in Figure 1, the design of the Operating Model for the PIPPI platform will be composed of three main phases:



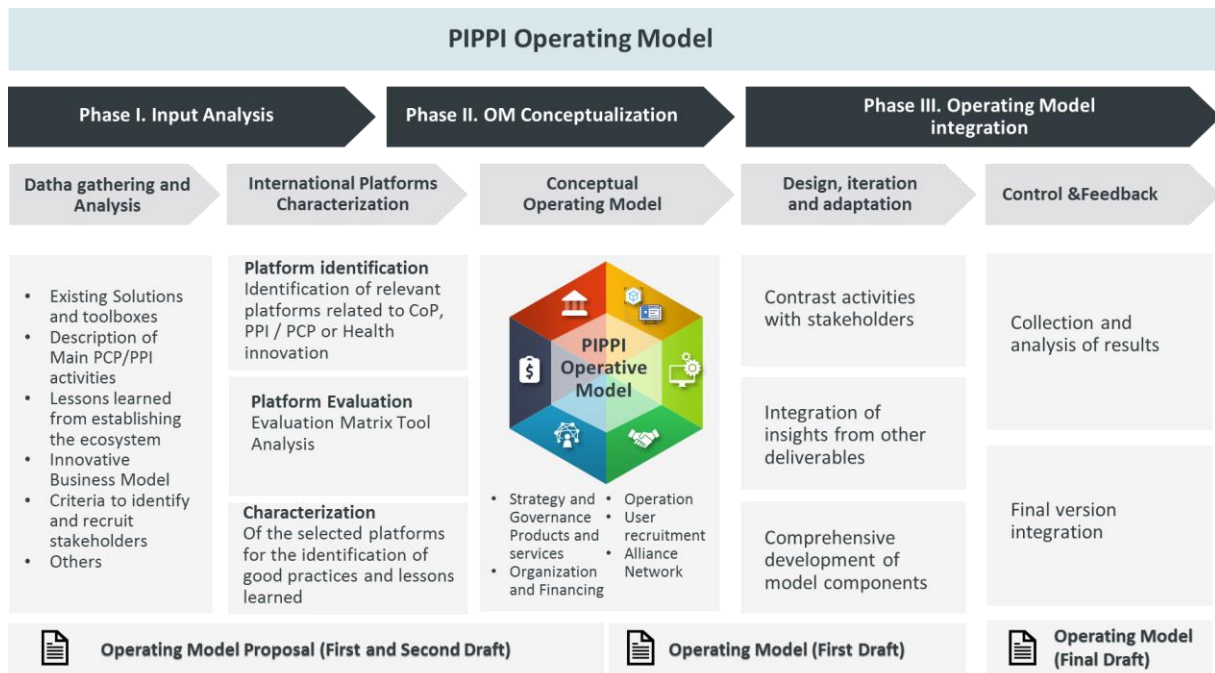


Figure 1. International Reference organisations/networks

### Operating Model Proposal First Draft Scope

In this document (1st Operating Model Draft), the general structure and specific components proposed for the Operating Model of the PIPPI Platform will be defined, which will be analyzed throughout the development of the following deliverables, until reaching the Final Operating Model.

#### 3.1. Reference model analysis

For the selection of international reference platforms, the cases and conclusions obtained in Deliverable 3.1 Reports on the consultations and Deliverable 6.1 Overall business model (First Draft) have been taken as a starting point.



Figure 2. International Reference organisations/networks

Also, the 17 cases were evaluated, according to criteria defined based on the scope established for the PIPPI project, as well as criteria identified as a differential factor of success in similar platforms.

The evaluation exercise was carried out considering the following criteria:

- **Similarity to the PIPPI platform:** Similarity of scopes, activities, objectives and tools.
- **Geographical scope:** It will be identified if the platform operates at the local, regional or transnational level.
- **Differential value:** Novelty or originality in its approach and/or approach.
- **Effectiveness:** Good performance concerning its impact or results.
- **Collaboration:** Public-private, inter-institutional and/or intersectoral approach.
- **Sustainability and scalability:** Long-term orientation.
- **Efficiency:** Cost concerning the results obtained or expected.
- **Public data availability**
- **Availability and proximity to the partners of the PIPPI project**

As a result, the platforms chosen to develop a comprehensive analysis are **EURIPHI, VPH Institute y Trillium.**

Subsequently, the characterization of each of the selected models will be carried out. The analysis will focus on the next criteria:

- **Strategy and Governance:** governing bodies, decision-making processes, executive bodies, participation models (committees, working groups, etc.).
- **Value-added services catalog:** basic level (information, best practice sharing,



[9]

publications, awareness-raising, etc.), intermediate level (training, competitive monitoring, thematic working groups, joint missions, ad hoc reports, preparation of proposals, etc.), high added value (international projects, collaborative R&D&I projects, etc.).

- **Operational:** main work processes for customer acquisition, internal training, provision of services, internal management, information systems, etc.
- **Organization:** organization chart, roles, staff dimension, fixed structure, permanent or occasional collaborators.
- **Liaison with partners:** types of partners according to their commitment or contribution, etc.
- **Financing:** a mix of income (services, fees, competitive and non-competitive projects, sponsorship, etc.), cost structure (salaries, operating expenses, variables, etc.), financing structure.
- **Portfolio of strategic projects:** main projects underway (and already executed).
- **Legal status** (can be one or several, depending on the purposes): association, foundation, etc.

**Next Steps:** Individual interviews will be conducted with leaders of the selected platforms (Look at annex 1). As a result of these interviews, an exhaustive analysis of each of the models will be obtained to complement the development of the Operating Model of the PIPPI platform.

#### 4. Design of the PIPPI Operating Model

##### 4.1. First Operating Model Proposal

Based on the results obtained from the benchmark of the international platforms and the inputs from the previous work, is proposed an Operational Model that takes into account 6 key elements (See Figure 3).



[10]

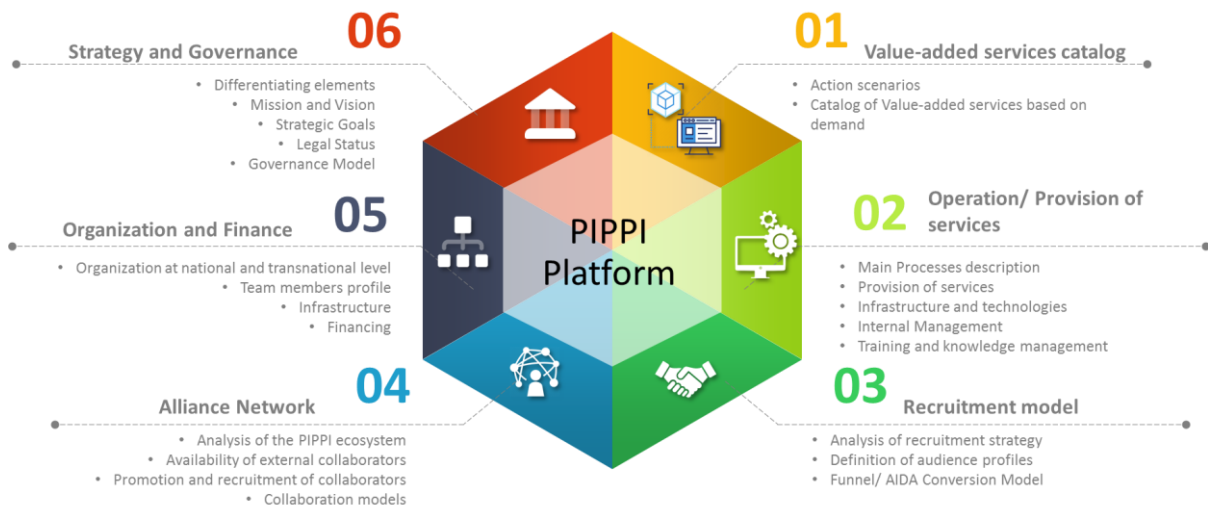


Figure 3. PIPPI Platform Operating Model Proposal



## 4.2. Strategy and Governance

In this section, the main strategic elements that will be part of the PIPPI platform will be presented, including the strategic framework, mission, vision, and strategic objectives. It is proposed that the operation of the PIPPI platform will/to be based on a “lean” strategy, thus, we will try to make the biggest impact with the least possible resources.

This section will also detail the market scope and the segments of potential users. The value proposition, the differentiating elements, and the added value that the PIPPI platform will generate in the acting ecosystems will also be generally identified.

Finally, the Governance Model will be described where the PIPPI project proposes to launch an international CoP that will act at various levels and will involve a large number of stakeholders.

### 4.2.1. General characteristics of the PIPPI project and assurance of results

The start-up process of a complex platform such as PIPPI must be agile and flexible, using innovative methodologies that fit perfectly to the special needs of the project. In the next figure, the different innovative methodologies are presented according to the phase in which the project is.

Once the design of the PIPPI Platform has been finished the **Ideation & Prototype phase** will take place. The construction of the PIPPI platform will be performed through experiments/prototypes that will be measured and improved iteratively using Lean Startup methodology. After these first weeks of ideation and once the prototype has been improved and finished, the **Launch & Operation phase** will begin. Agile Scrum methodology is proposed to get the PIPPI Platform up and running, using Sprints and Daily Scrums as necessary tools for



the operation of the first months of PIPPI.

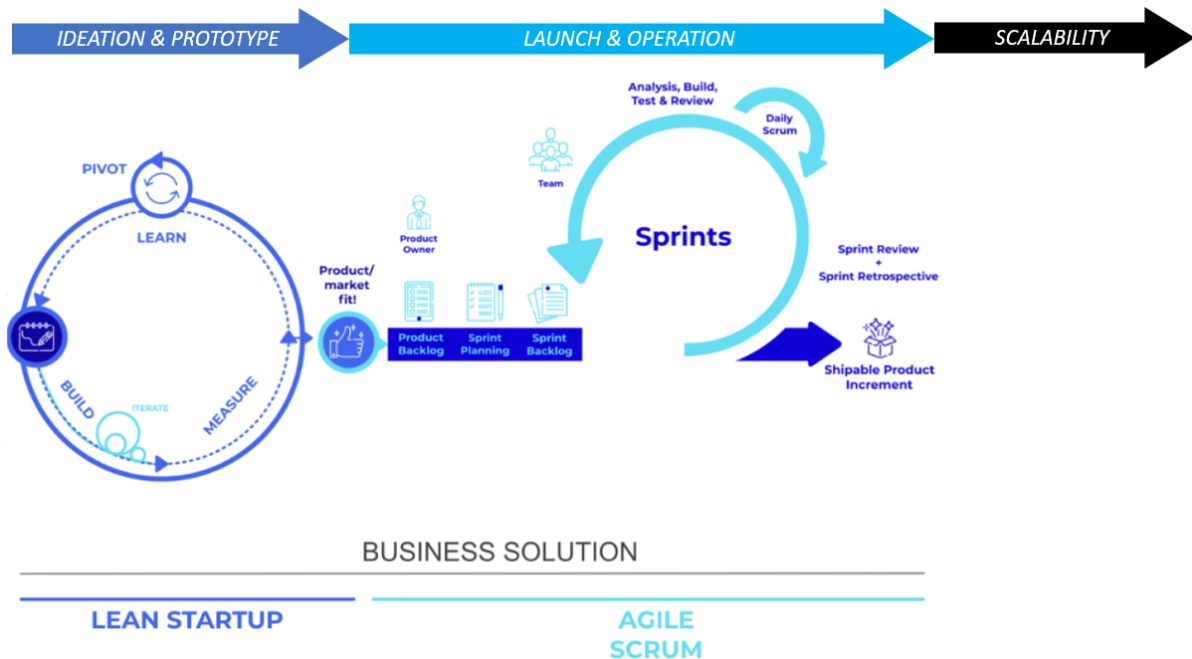


Figure 4. PIPPI phases and methodologies used

### Lean Startup (methodology used in Ideation & Prototype phase)

The Lean Startup methodology eliminates inefficient practices and focuses on increasing the value of production during the product or service design phase. This innovative methodology is divided into three main phases that are creation, measurement and learning:

- **Creation:** While the PIPPI platform is being created the most important thing is to be clear about the role of strategy, which consists in discovering what questions to ask about 'ourselves'. To do this, a minimum viable product of the platform should be implemented to confirm that the initial questions are based on reality. What is intended with this minimum viable product is to clarify, at a basic level, if the platform understands the potential users and the problems that they have. With this understanding, a consumer profile can be created.
- **Measurement.** A systematic approach to knowing if the PIPPI platform is progressing is needed and also to discover if we are obtaining validated learning. This system is innovation accounting, an alternative to traditional accounting. *Startups* or new organizations such as PIPPI are too unpredictable to be accurate in financial forecasts and accounting milestones. PIPPI should plan to perform experiments that test the value and growth hypotheses but using the correct indicators to evaluate the conclusions of those experiments.
- **Learning.** The next phase consists of concluding using the indicators measured to be able to make adjustments and changes throughout all PIPPI services, providers, income

models, among other key elements of the operation of the platform. This phase focuses on learning about the environment in which the services of PIPPI are directed, listening to all the stakeholders involved directly or indirectly.

### **Agile Scrum (methodology used in Launch & Operation phase)**

Agile methodologies are very useful in non-routine operations and processes, and today most organizations work in complex and dynamic environments. These types of organizations, just like PIPPI, need to innovate in their services but also innovate in processes.

- **Product Backlog:** An ordered and prioritized list of "functionalities" or "actions" ("stories" in Scrum) that add value by themselves and that will allow achieving the vision of PIPPI. It is the responsibility of the Product Owner to generate this initial list, prioritize it and keep it updated. Anyone can add new stories to the list at any time, but only the Product Owner can prioritize it. Before continuing, the Product Backlog stories must be prioritized and estimated (duration to complete the action).
- **Sprint Planning:** Before each Sprint, the PIPPI team together with the Scrum Master and the Product Owner meet to decide which part of the Product Backlog is addressed in the following period. It is recommended that the meeting lasts 8 hours at most (if sprint = 1 month). Likewise, the time and place of the daily meetings are decided, and the date of the Sprint demo is set.
- **Daily Meeting:** The monitoring of the PIPPI project is carried out through the daily scrum, or daily meeting. It is an internal meeting of the team and the Scrum Master with a maximum duration of 15 minutes. Each member of the team answers the three questions "What did I do yesterday", "What am I going to do today", and "What problems do I have to do it?" It is important to note that any other discussion that may arise is taken out from the daily scrum.
- **Sprint Demo:** It is an open meeting in which the functionality of the service in PIPPI will be demonstrated, the stories committed in the Sprint are reviewed and it is proven that they are correctly completed. In this way, those interested in the PIPPI platform have a real vision of the percentage of progress and can adjust their priorities and stories for the next sprint, based on what was seen in the demo.
- **Retrospective:** A meeting is held to reflect and learn. Some of the following basic questions are answered: What did we do well? What should we do differently next time? What did we learn? It is an important part of the methodology to achieve continuous improvement.

#### **4.2.2. Mission and vision.**

The mission and vision of a company are the main elements of its organizational culture. Defining these concepts is essential to have a clear conception of itself, its philosophy and even the way it should be structured and operate. And it is that these elements are the nucleus of the organizations such as PIPPI, since they are based on strategies, actions, long term plans



and much more.

Besides, defining and disseminating the mission and vision of a company allows it to project professionalism, organization, and responsibility, which attracts suppliers, collaborators, possible strategic allies, and of course, customers. For this reason, PIPPI platform must define these key elements and to visualize them as much as possible, for example in the website, social networks, and even in the physical headquarters or partner offices.

#### **4.2.2.1. Mission**

The mission describes the motive or reason to be of an organization, company, or institution. It focuses on the objectives to be achieved in the present and it must be defined in a precise and concrete way to guide the workgroup on a day-to-day basis.

In this sense, the mission of PIPPI is as follows:

**“The mission of PIPPI is to establish a European eco-system of stakeholders and partners with aligned purposes and incentives in order to improve health care by enabling & growing the use of value-based innovation procurement”**

#### **4.2.2.2. Vision**

The vision describes an ideal expectation of what the organization is expected to be or achieve in the future. It should be realistic, but it can be ambitious; its function is to guide and motivate the group to continue with the work.

**“The vision of PIPPI is to become the biggest health care ecosystem of stakeholders and partners in the field of value-based innovation procurement”**

#### **4.2.3. Strategic goals**

Any strategic objectives must be aligned with the corporate strategy and must identify clear and measurable objectives. A properly defined goal or objective meets the acronym SMART:

- **Specific:** objectives that determine what must be achieved and facilitate the design of strategies to reach that particular objective.
- **Measurable:** objectives that have specific indicators that allow measuring whether or not the objective is achieved.
- **Attainable:** objectives that consider the resources available to achieve them.
- **Relevant:** objectives must generate motivation in the organization to achieve it.



- Time-based: objectives with a specific deadline.

In the PIPPI platform, specific strategic goals will be established through internal meetings with the different consortium partners. Also, the interviews carried out with different entities included in the benchmark may serve as an important input for the establishment of the specific strategic goals of PIPPI. Another mechanism that will be used to generate PIPPI's specific strategic objectives will be the distribution of questionnaires among different members of the platform.

However, the next general PIPPI's strategic goals are proposed, which will be improved and or modified in the following versions of this document.

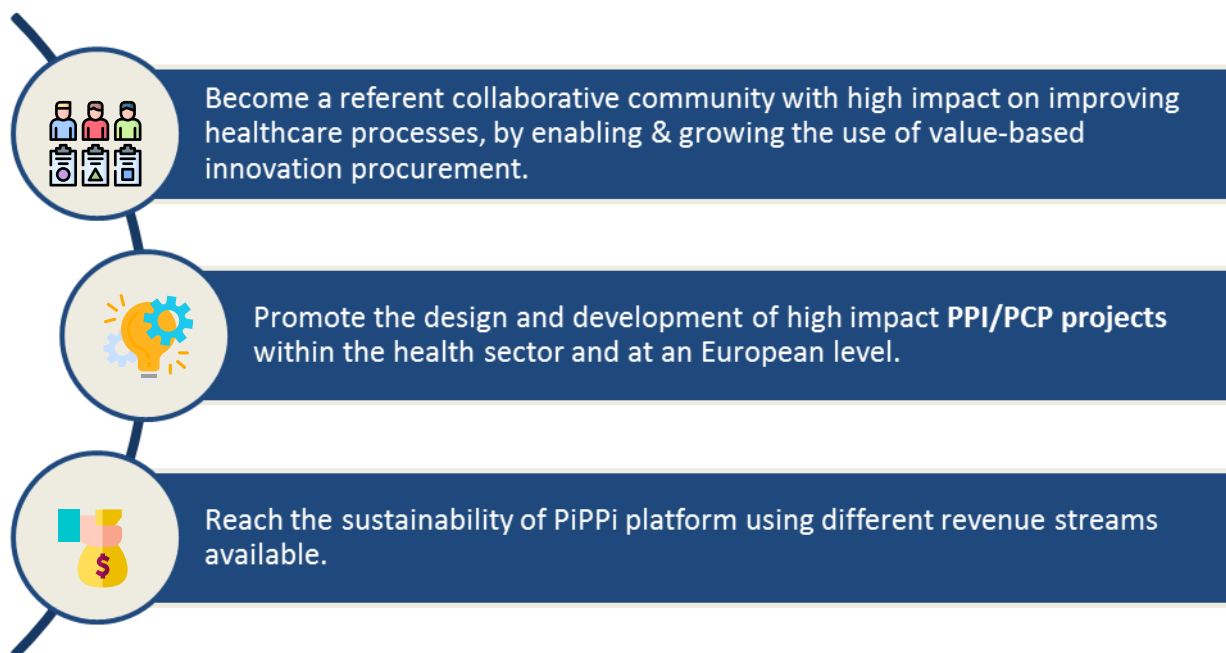



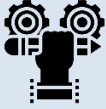

Figure 5. PIPPI's first proposal of general strategic goals

**Next Steps:** For the preparation of the following sections, the collaboration of different stakeholders of the platform is necessary. Individual interviews will be conducted with institutions included in the benchmark, meetings will be scheduled with different project stakeholders, and questionnaires and workshops will be prepared to obtain said information. Thus, the Strategy Planning and Strategy Levels sections will be incorporated in the next version of this document

#### 4.2.4. User segment

It is important to identify the different user segments for which the PIPPI Platform creates

value. In this regard, the following table is created to define each of the key user segments of the PIPPI platform:

| Customer Segments   | Agents   | Description   |
|---|--|---|
|  <p><b>HealthCare Providers</b><br/><b>(Hospitals and other institutions)</b></p>  | <ul style="list-style-type: none"> <li>• Hospitals</li> <li>• University Hospitals</li> <li>• Health Institutions</li> <li>• Primary care institutions</li> </ul>  | <p>Health system members that require to adopt innovative solutions to enhance the quality of healthcare and, in consequence, improve the well-being and health of patients.</p>  |
|  <p><b>Supply Side</b><br/><b>(Technological Providers, it includes industry and research and innovation community)</b></p> | <ul style="list-style-type: none"> <li>• ICT companies</li> <li>• Pharmaceutical companies</li> <li>• Med-Tech companies</li> <li>• Start-ups</li> <li>• Technological Centres</li> <li>• Research Centres</li> <li>• Research&amp;Innovation community</li> </ul> | <p>Companies and centers that develop innovative technological solutions with high added value and are interested in implementing innovative technologies in the health sector.</p>   |
|  <p><b>Other entities (It includes policy-makers, payers, citizens/patient associations and enablers)</b></p>              | <ul style="list-style-type: none"> <li>• Patient associations</li> <li>• Non-profit foundations</li> <li>• Governmental agencies</li> <li>• Payers</li> <li>• Policy-makers</li> <li>• Investors</li> </ul>  | <p>Other entities strictly not included on the supply or demand side are also really interested in implementing innovative technologies in the health sector. For example, patients' associations are really powerful for PIPPI's platform, as patients/citizens are the main beneficiaries of the implementation of innovative solutions and a source of information about user's needs.</p> |

**4.2.5. Added-value of the office**

The value proposition offered by the PIPPI platform can be very extensive. Through the ideation process and individual interviews with the project partners, some of the main advantages have been defined for each category of target users:

| Customer Segments  | Agents   | Added Value  |
|--|--|--|
| <p><b>HealthCare Providers</b><br/><br/>(Hospitals and other institutions)</p>   | <ul style="list-style-type: none"> <li>• Hospitals</li> <li>• University Hospitals</li> <li>• Health Institutions</li> <li>• Primary care institutions</li> </ul>  | <ul style="list-style-type: none"> <li>• Identify and share unmet needs, addressing the needs of the market and science community</li> <li>• Co-creation and validation of needs and new ways to address them particularly with a patient-centric approach, across caregiver levels</li> <li>• Knowledge, assistance, and potential joint to innovative public procurement processes</li> <li>• Possibility of share unmet need and see the opportunities that already exist</li> <li>• Knowledge of Best practices and regulations in different countries and finally guided to PCP/ PPI process</li> <li>• Assistance with and access to PCP/PPI info &amp; potential joint processes</li> </ul> |
| <p><b>Supply Side</b><br/><br/>(Technological Providers, it includes industry and research and innovation community)</p> | <ul style="list-style-type: none"> <li>• ICT companies</li> <li>• Pharmaceutical companies</li> <li>• Med-Tech companies</li> <li>• Start-ups</li> <li>• Technological Centres</li> <li>• Research Centres</li> <li>• Research&amp;Innovation community</li> </ul> | <ul style="list-style-type: none"> <li>• Understand unmet needs addressed by Public &amp; University hospitals.</li> <li>• Learn how to incorporate the innovation procurement tools used by public organizations in their business models</li> <li>• Translating research into advanced prototypes, evaluate and determine efficacy and or efficiency. Taking knowledge from TRL 4 to TRL 7.</li> <li>• Taking Insights from unmet needs to be addressed in research. Cases to study (performance, cost-benefit analysis, etc)</li> <li>• Understanding of the real environment and</li> </ul>  |





[17]

|  |   |  |
|--|---|--|
|  |   | <p>conditions for addressing needs and opportunities. Solving the right problem. Validating efficiency and efficacy.</p> <ul style="list-style-type: none"> <li>Insight in true needs and future demand, Collaboration around problems/needs, Finding market opportunities, Finding partners for solution development, Co-Development of solutions</li> </ul>  |
| <p><b>Other entities (It includes policy-makers, payers, citizens/patient associations and enablers)</b></p> | <ul style="list-style-type: none"> <li>Patient associations</li> <li>Non-profit foundations</li> <li>Governmental agencies</li> <li>Payers</li> <li>Policy-makers</li> <li>Investors</li> </ul> | <ul style="list-style-type: none"> <li>Being a partner of Healthcare providers to co-create new solutions.</li> <li>The platform may be a channel to address patient needs towards Policy-makers and other organizations to give them the possibility of Improving the outcome and satisfaction, join the Community of Practice (CoP), empowerment, sharing unmet needs, cost-saving (with right costs at the right place by right people)</li> <li>Participate in understanding how to remove obstacles for realizing new innovative solutions.</li> <li>Address the health economics of unmet needs</li> <li>Investors can participate in understanding how to remove obstacles for realizing new innovative solutions and how to enable public-private partnerships.</li> </ul> |

#### 4.2.6. Legal Status

Initially, the platform is expected to require greater support and public funding participation for its creation and take-off. However, it is recommended that as the services provided meet market needs, self-financing is generated, and public funding support and participation decreases.

The ultimate goal would be to have a platform with a lower level of dependence on public resources, financing part of the operation through the payment of services.

**Next Steps:** The determination of the legal status will require further analysis and contrast with the project partners. Various alternatives will be presented through the following sessions and the information will be integrated into the next deliverable.

#### 4.2.7. Governance Model

In this section, we will explore different governance model structures that could drive the sustainability and scalability of the PIPPI platform. The main input for the design and development of this model will be the international platform benchmark developed in phase 1 of the Operating Model.

It is important to mention that these are conceptual governance models that must be developed in co-creation with the different consortium members and or stakeholders who participate in the process, through an iterative process.

Below are basic conceptual examples of two of the main governance model structures:



**Centralized model:** The workgroups are organized according to activity and field of knowledge. For example, the group in charge of the training site provides training services to the entire platform, in any country (See Figure 6). In this way, all work is centrally coordinated, and working groups with highly specialized capabilities are developed in each process of the platform.

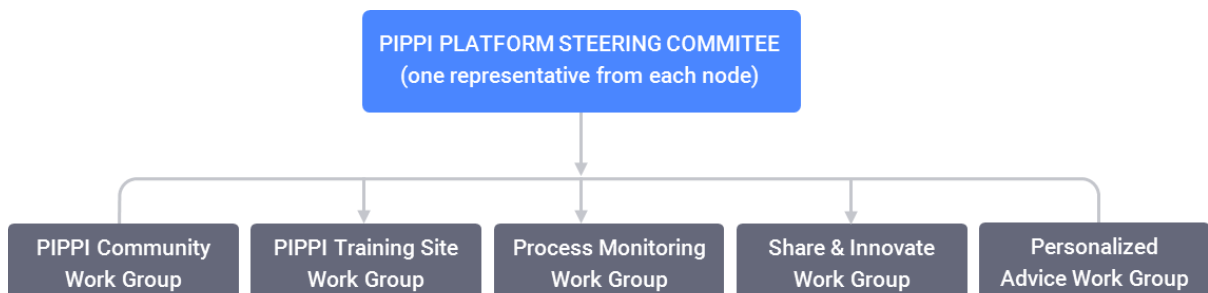


Figure 6. Centralized Governance Model (Conceptual Model)



**Decentralized model:** Each node has its structure that provides all services to its area of influence (see Figure 7). In the case of Spain, it could be considered to integrate a single node by adding AQUAs and Vall Hebron.

[19]

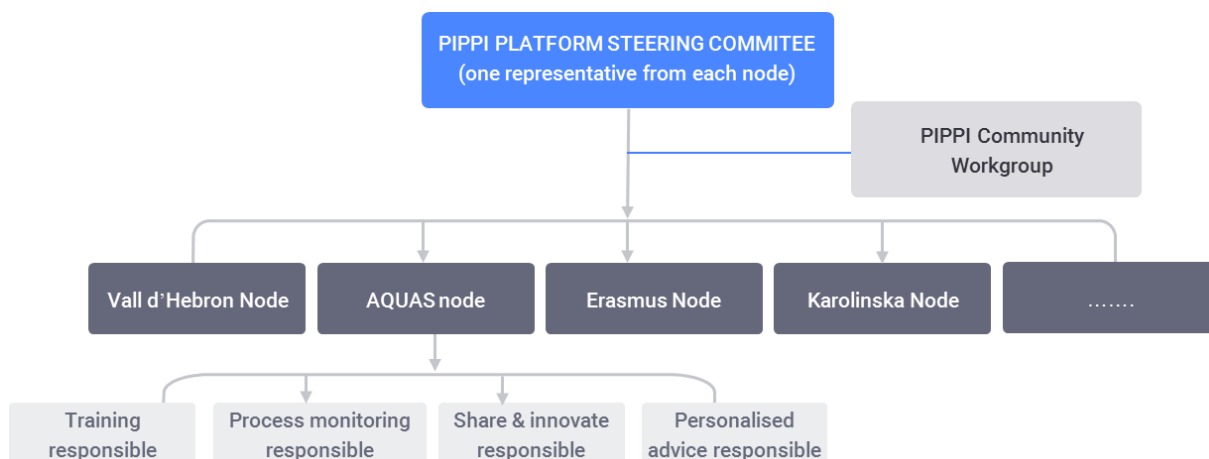


Figure 7. Decentralized Governance Model (Conceptual Model)

**Next Steps:** Based on the in-house work, different options for Governance Model structures will be presented to the participating consortium members. In co-creation, the components (entities, committees, bodies, working groups, etc.) that will constitute the Governance Model will be defined.

### 4.3. Value-added services catalog

#### 4.3.1. Catalog of Value-added services

The generation of the catalog of services that the PIPPI platform could offer has been developed based on the results obtained from the participatory processes with the internal and external project stakeholders. Specifically, the results obtained through the following workshops whose results have been compiled in the following deliverables:

- D6.6. Report 1 from workshops

D6.1 Overall business model From the results obtained, 5 categories of main services have been formed, as shown in Figure 8.

[20]

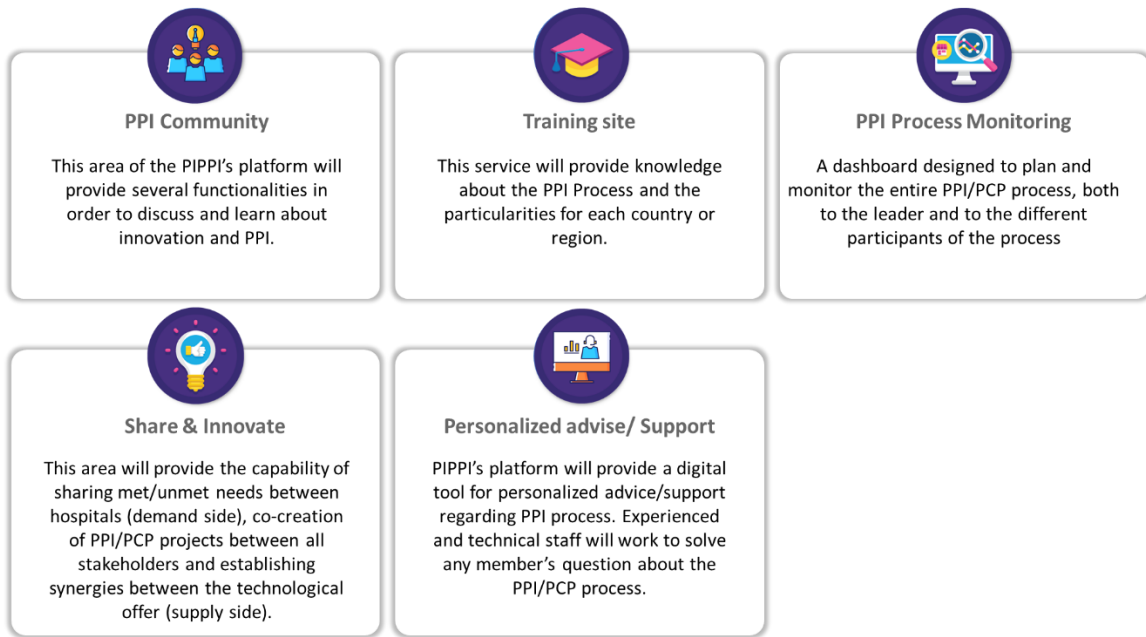


Figure 8. Proposed initial PIPPI's catalog of value-added services

The next figure shows the value-added services portfolio in detail. It is the result of the ideation and evaluation processes carried out with PIPPI external stakeholders:

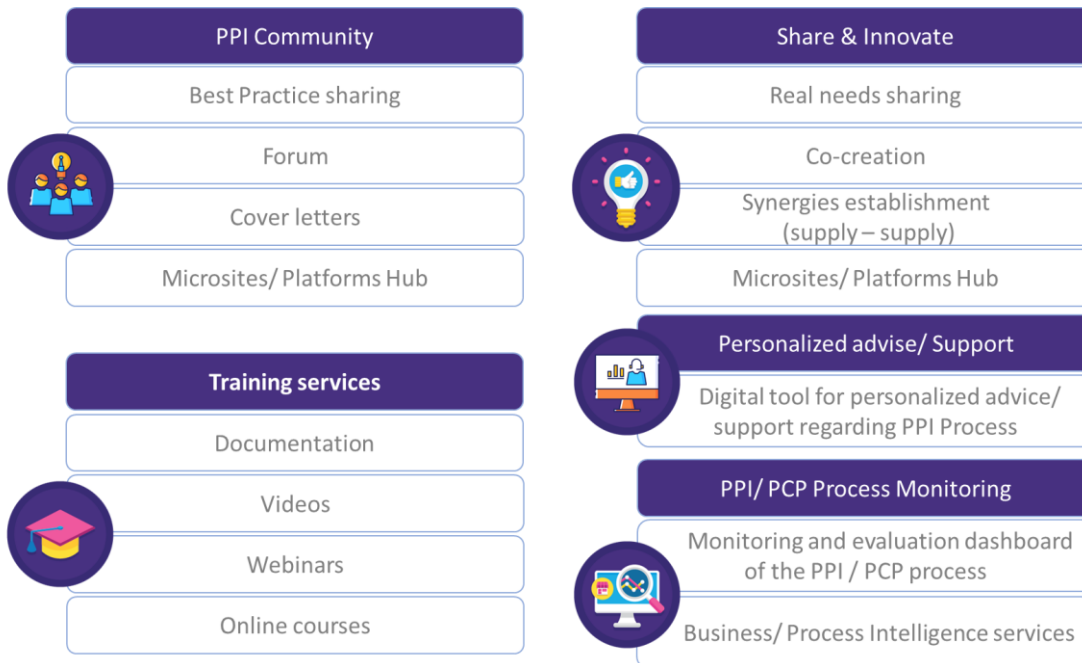


Figure 9. Proposed initial PIPPI's extended catalog of value-added services

Based on this initial proposal, an evaluation of the services was conducted with the project partners to determine which of them represents greater importance, preference, and

[21]

willingness to pay by the users. The result of this analysis is shown in the following figure:

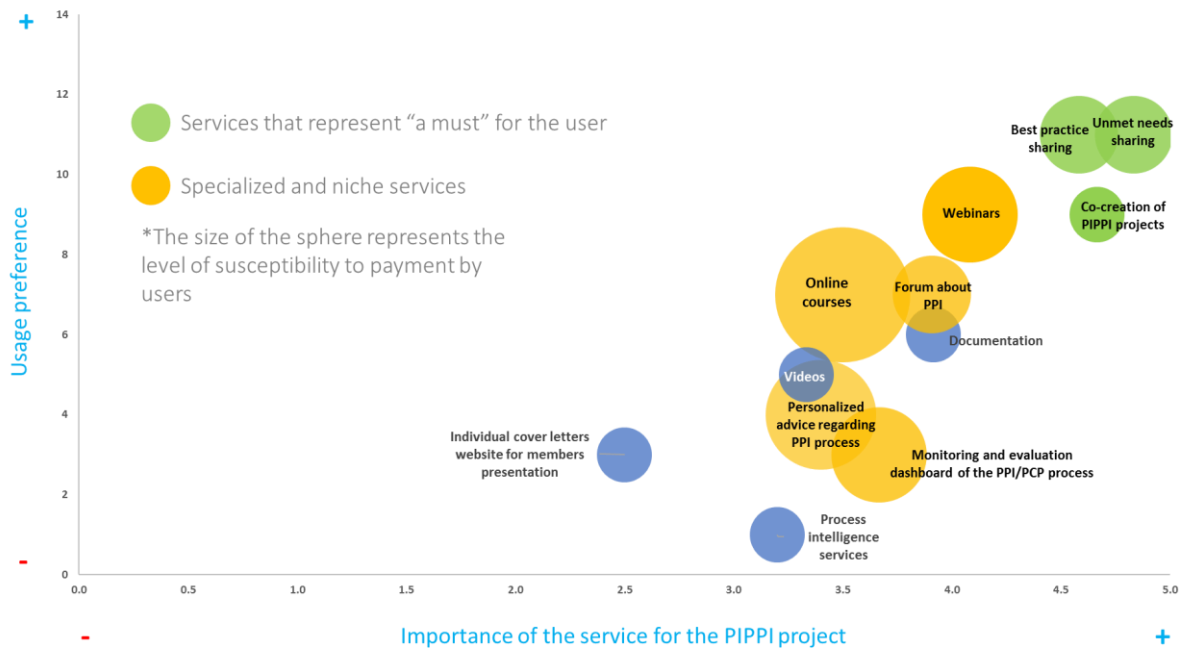


Figure 10. PIPPI platform services evaluation matrix

From the analysis we can conclude that there are two main groups of services:

**Services that represent "a must" for the user:** These are services that the user assumes will be on the platform, because they perceive high importance and preference, but that they should not be paid directly. Generally, the sustainability of these services is derived from other revenue streams such as subsidies or advertising, among others.

- Best practices sharing
- Unmet needs sharing
- Co-creation of projects

**Specialized services:** services that the user perceives as high value - price. Not all users consider those services important or relevant, but there is a specific niche of users that is highly susceptible to paying for them. They are services that are specialized and the platform should be able to make profits from them.

- Webinars
- Forums
- Online Courses
- Personalized advice
- Monitoring and evaluation of PCP/PPI processes



#### 4.4. Operation and provision of services

The operation of the PIPPI platform is directly related to the choice of the business model, specifically with a focus on the service portfolio that allows proposing the key activities necessary to offer value to users.

Before establishing a proposal for an operating model and provision of services, three different business model scenarios were proposed with the project partners. These scenarios will allow us to understand the necessary key activities, the scope of the operation, the resources, and the way to provide services.

The following figure presents a summary of the proposed scenarios:

|                   | Scenario A  | Scenario B  | Scenario C  |
|-------------------|---|---|---|
| Description       | This scenario focuses on <b>outsourcing most of the key activities</b> . This externalization leads to hire specialized external companies to carry out most of these activities. Such activities are related to the daily operation of PIPPI platform. | This scenario focuses on the <b>improvement of the value proposition</b> by offering additional functionalities with high added value to the users of the platform based on insight from customer/user groups.                            | This scenario focuses on <b>reducing the complexity of the services</b> of the platform and reducing the different revenue streams. Thus, users have the possibility of using certain basic but valuable functionalities of the platform, in order that they can see their potential. |
| Type of services  | <b>Flexible services</b> <ul style="list-style-type: none"> <li>The services can be designed and adapted depending on the needs of the users</li> </ul>   | <b>Specialized and advanced services</b> <ul style="list-style-type: none"> <li>Webinars</li> <li>Online Courses</li> <li>Personalized advice</li> <li>Monitoring and evaluation tools</li> <li>Other specialized services ...</li> </ul> | <b>Basic services</b> <ul style="list-style-type: none"> <li>Best practice sharing</li> <li>Unmet needs sharing</li> <li>Co-creation of PIPPI projects</li> </ul>   |
| Type of operation | Since most of the activities are developed by external providers, the operation of the project partners focuses mainly on the design of new services, evaluation and selection of providers, and monitoring and evaluation of the results.              | Due to the complexity of the services, this scenario should have a more robust operation and infrastructure. The activities will require a higher degree of specialization according to the type of services.                             | The complexity of the operation is much simpler with the simplification of the services since the actors that participate in the revenue model are reduced. The activities should focus on promoting the "core" services of the platform.   |

Scenarios best rated by the PIPPI project partners  
 (Complete analysis included in deliverable D6.1 Overall (EU level) business model)

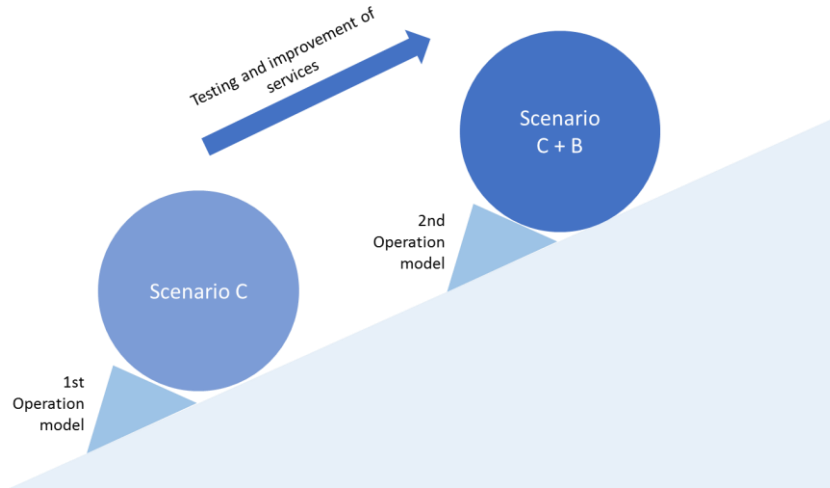
Figure 11. Comparison of business model scenarios

As a result of this analysis<sup>1</sup>, it is proposed to start with the implementation of a simplified scenario (Scenario C), which allows starting a minimum viable model of the platform and migrating to a model similar to that of Scenario B from an innovation process, continuous improvement, and identification of user needs.

As shown in the following figure, it is proposed to design the operation and service provision



model based on **scenario C**, to consolidate the bases of the platform's operation and subsequently, define a model that allows scaling to **scenario B**.



*Figure 12. Scalability of the operation model*

#### **4.4.1. Provision of services**

How the PIPPI platform should respond to the different needs that stakeholders may pose will depend on various factors related to the adequacy of these needs to the project's objectives and the means necessary to carry them out. Not all needs within the PPI / PCP process can and should be addressed, and the mode of action for those that are addressed must be well established a priori.

For this, four possible Scenarios were proposed within which the mode of operation of the PIPPI platform is different. The objective of this distinction is to establish which services are served by the internal team/ staff that operates the PIPPI project, which is the participation of the users themselves in the services, which must be developed jointly with external specialists, and which will be completely derived to third parties.

The different services contemplated in the catalog of value-added services will respond to one of these scenarios, in this way a standard decision and action model is available. Figure 13 shows the established scenarios, with their main characteristics.

[24]



Figure 13. Possible action scenarios for the PIPPI platform

**Scenario I: "Own resources"** includes the services that are carried out entirely by the members of the PIPPI project. In this case, internal team members develop and/or streamline the services provided. For example, the dynamization of work tables, preparation of communication material, preparation of courses, among others.

**Scenario II: "Accompaniment"** those services that involve the implementation of processes or management systems are considered, in which the involvement and dedication of the user of the platform and/or stakeholder must be high and long-lasting over time. In these cases, the fundamental role of the internal PIPPI team is that of accompaniment through a project office format. In some cases, the internal PIPPI team may also play an active role in the initial phase of service design and the prior training of the users who will develop the tasks.

**Scenario III: "Consortium"** includes projects whose contribution from the internal PIPPI team needs to be complemented by highly specialized knowledge or technology provided by third parties. The answer given to the user is unique and joint, forming a single project in which each of the parties (the internal team and the external experts) have their role and responsibility defined. The internal PIPPI team develops a portion of the work, usually limited to initial scoping studies or analyzes, that precede or complement the work of external experts. The extension agent manages the whole project and the relationships or final service with the user.

**Scenario IV: "External Services / technical office"** are all the services that, due to their high level of complexity, specialization, cost or duration are not within the scope of services of the office and, therefore, it refers them to specialists or external organizations in their entirety. The role of the internal team will be to evaluate and/or ensure the fulfillment and degree of satisfaction of the end-users.



As shown in the next figure, the evaluation process with the project partners has made it possible to identify a greater degree of preference for scenarios 1 and 2.

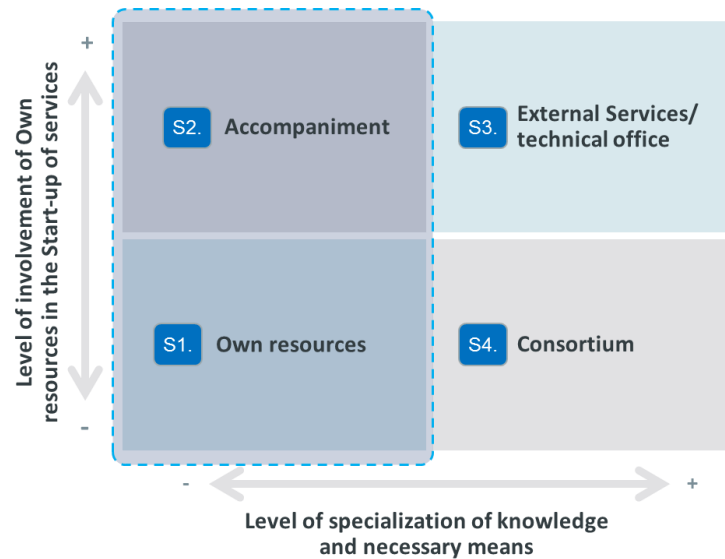
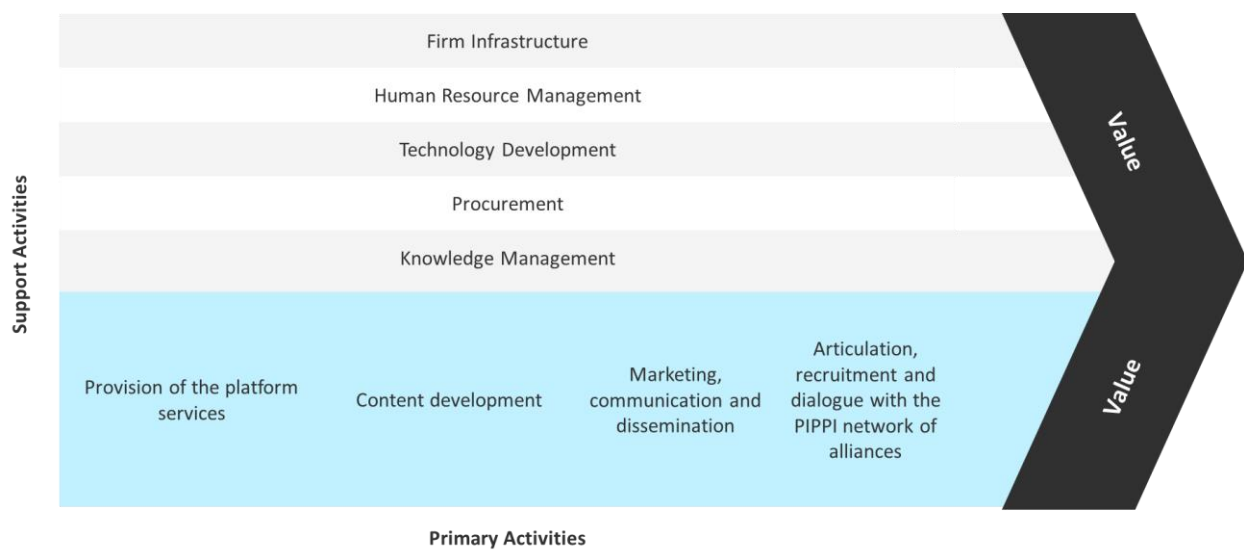


Figure 14. Selection of action scenarios for the PIPPI platform

As a result, it is considered that most of the activities would be developed by internal employees of the PIPPI project, supported by allies and partners.

### Process Overview

To describe the activities that will generate value for the users, which will translate into sustainability in the medium and long term for the PIPPI platform, these have been classified based on the theoretical model of the Value Chain, as shown in the next figure:



*Figure 15. The value chain of activities of the PIPPI platform (Conceptual)*

#### 4.4.2. Primary activities

Primary activities relate directly to the physical creation, sale, maintenance, and support of the platform services. They will primarily consist of the following components:

- **Provision of the platform services:** Starting from the services designed for the PIPPI platform, a mapping and/or flow chart of the activities that must be carried out to optimally provide the platform services can be generated.
- **Logistics:** Processes related to possible suppliers of the platform will be explored.
- **Marketing and sales** – We will explore the processes needed to persuade clients to use and/ or purchase in the platform. The benefits we offer, and how well we communicate them, are sources of value here. It must include the communication plan of the PIPPI platform (we will explore this activity in depth in section 4.5)
- **Articulation, recruitment, and dialogue with the PIPPI network of alliances:** Description of the activities needed to recruit, interact and structure the alliance network to deliver value to all the stakeholders of the project. This activity will be explored in-depth in section 4.6)

#### 4.4.3. Support activities

- **Human resource management** – The personnel destined to develop the internal and external activities of the PIPPI platform, must have the necessary knowledge to carry out the primary activities that the office develops, as well as the internal processes that define the daily operation. In addition to the profile initially required for each position that makes up the work team, an initial inductive training plan will be necessary, which will allow staff to acquire the knowledge, tools, and techniques necessary to carry out their activities effectively and efficiently. Besides, the guidelines for continuous training, evaluation, and incentives for staff will be explored.
- **Technological development** – These activities relate to managing and processing information, as well as protecting a company's knowledge base. Minimizing information technology costs, staying current with technological advances, and maintaining technical excellence are sources of value creation.
- **Infrastructure** – It is proposed that the platform have a lean infrastructure, enough to, for example, house the workplaces of the PIPPI team and spaces (physical or virtual) where meetings can be held. The physical assets, spaces, and services for the PIPPI platform allow the fulfillment of the operational requirements necessary for the correct development of the tasks and functions established in the platform. A file will be included with the basic resources and infrastructure conditions necessary for the correct operation of the platform.



**Next Steps:** A comprehensive flow chart of the provision of services process should be defined. To meet this objective, the portfolio of services with which the platform will be launched must be previously defined with the collaboration of project partners.





## 4.5. Recruitment model

One of the fundamental bases of the PIPPI platform lies in the ability to disseminate services and attract users. To carry out the dissemination of the platform and the portfolio of services offered, as well as its usefulness, it is necessary to establish coordination mechanisms to direct the companies of the sector towards the PIPPI platform.

### 4.5.1. Definition of audience profiles and communication goals


The first step to define a successful recruitment strategy is to establish the appropriate communication objective for each of the channels.

Below are some examples of communication objectives that should guide the development of specific messages throughout the recruitment strategy.

| Customer Segments  | Agent   | Communication Goals  |
|--|---|--|
| <br><b>HealthCare Providers</b><br>(Hospitals and other institutions) | <ul style="list-style-type: none"> <li>• Hospitals</li> <li>• University Hospitals</li> <li>• Health Institutions</li> <li>• Primary care institutions</li> </ul> | <ul style="list-style-type: none"> <li>– Communicate the gaps and current needs of the hospitals healthcare institutions in terms of PPI / PCP.</li> <li>– Communicate effectively the advantages and improvements that there would be in the PPI / PCP processes within healthcare institutions hospitals.</li> <li>– Communicate the differential value of the PIPPI platform compared to other current platforms.</li> <li>– Communicate the expected impact on the entire health ecosystem derived from the implementation of the platform.</li> </ul> |
| <br><b>Supply Side</b><br>(Technological Providers, it                | <ul style="list-style-type: none"> <li>• ICT companies</li> <li>• Pharmaceutical companies</li> <li>• Med-Tech companies</li> </ul>                               | <ul style="list-style-type: none"> <li>– Communication of the objectives of the implementation of the PIPPI platform.</li> <li>– Communicate the competitive advantage (economic or non-economic) that companies would have when using the PIPPI platform.</li> <li>– Convey the need to generate synergies</li> </ul>   |



[28]

|   |   |  |
|---|---|--|
| <p><b>includes industry and research and innovation community)</b></p>  | <ul style="list-style-type: none"> <li>• Start-ups</li> <li>• Technological Centres</li> <li>• Research Centres</li> <li>• Research&amp;Innovation community</li> </ul>                                     | <p>between hospitals and providers to improve and/or use processes such as PPI / PCP.</p>  |
| <div style="text-align: center;">  </div> <p><b>Other entities (It includes policy-makers, payers, citizens/patient associations and enablers)</b></p> | <ul style="list-style-type: none"> <li>• Patient associations</li> <li>• Non-profit foundations</li> <li>• Governmental agencies</li> <li>• Payers</li> <li>• Policy-makers</li> <li>• Investors</li> </ul> | <ul style="list-style-type: none"> <li>– Communicate the need for synergy and communication with patients, associations, and foundations to improve health processes using the PIPPI platform as a tool.</li> <li>– Communicate the expected impact on improving public health.</li> <li>– Communicate the impact at the indicator level that the PIPPI project seeks to influence.</li> </ul> |

*Figure 16. Communication Goals*

These are just some examples of communication objectives, which should be adapted with the collaboration of the project partners to meet the objectives in each phase of the recruitment process, explained below.

#### 4.5.2. Funnel/ AIDA Conversion Model

The AIDA model is proposed as the articulating axis of the recruitment strategy. This model is made up of the initials of the concepts of **Awareness, Interest, Desire and Action**, and is currently used as one of the main methods of customer conversion in the digital world. This model considers a structuring approach to actions that promote or encourage customers to acquire a new product, such as the use of the services of the PIPPI platform.

As shown in figure 3, the AIDA model considers four phases in which the effects generated on potential customers are explained. According to the model, it is necessary, in the first phase, to capture the attention of the potential user to awaken interest in the services offered. Once the interest is obtained, the desire arises to acquire it, and thus encourage its hiring or use. The above, encourage customer loyalty (repetition) and promote advertising through recommendations (prescription). The activities corresponding to the first three phases are considered pre-contractual, that is, phase four, Action, which implies the formal contracting or collaboration or active use of the platform or specific service.

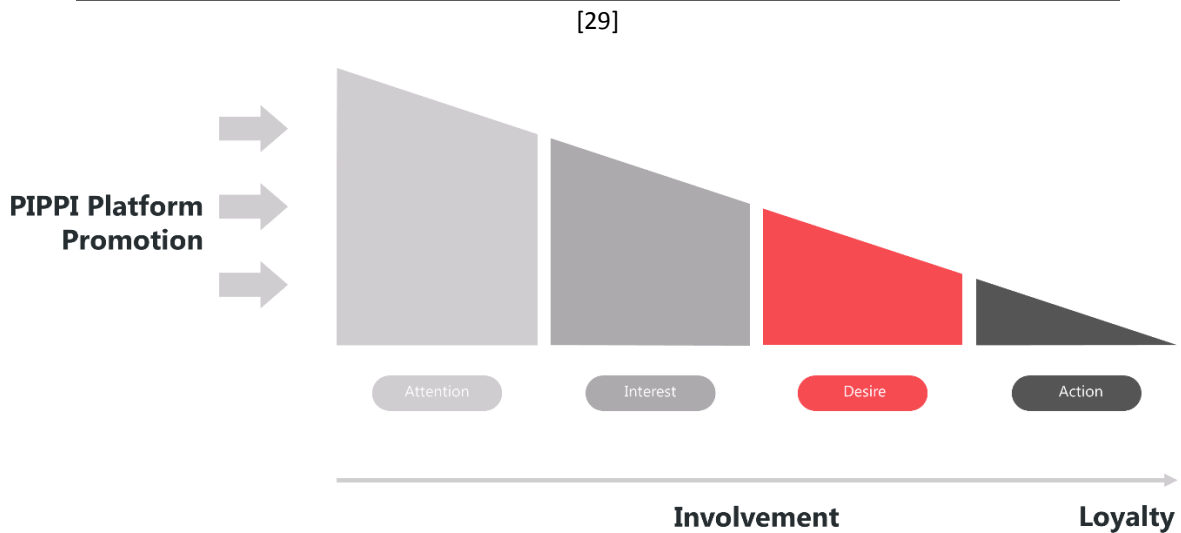


Figure 17. AIDA Model (Conceptual)

#### 4.5.2.1. Awareness Phase

The objective of this phase is to make the potential user aware of the existence of the PIPPI platform and to make them understand that the services offered through it generate high value for their institution and/or for their professional profile.

This phase of the recruitment plan is developed at the beginning of the project and in it, the user must perfectly consider the need and the solution that the platform is offering to their problems.

As the main motivation strategy in this phase, referral support from institutions and associations of great relevance and impact is considered to promote the platform's services.

It is proposed to carry out dissemination actions of the services using various channels, such as:

- Online advertising
- References
- Networking
- Generation or participation in conferences and forums

The promotion of the events is carried out mainly with the support of the channels of the partners and initial collaborators of the platform. Depending on the nature of the events, these may be provided by specialists (prescribers), experts, or by external agents that are of great interest to the target audience.

It is proposed to previously generate a detailed launch plan.

#### 4.5.2.2. Interest Phase

The objective of the **Interest** phase is to show the potential users that the services offered by the PIPPI platform are useful to their organization and solve specific relevant problems.

With users interested in the services that make up the service catalog of the PIPPI platform, they will be given a more detailed description of the services, so that they know the usefulness, benefits, current users, and success stories, as well as the agreements that have been generated with the actors involved. In this phase, one of the following mechanisms can be used:

- Demonstrations
- Attention to requests for information
- Collective sessions

#### 4.5.2.3. Desire Phase

The objective of the desire generation phase is to achieve a presentation that is as personalized as possible that allows the potential user to make a decision to use the platform and, where appropriate, to affiliate and pay for a specific service. To achieve this end, the following mechanisms are proposed:

- Commercial visits
- Personalized advice
- Custom offers

The culmination of this phase could be the formalization of a commitment between the PIPPI platform and the user. The formalization may be carried out through an acceptance of the presented service offer and/or agreement. This formalization is the guarantee that both parties will develop the commitments for the correct execution of the work.

#### 4.5.2.4. Action Phase

The objective of the Action phase is contracting by a company of a service included in the catalog of the PIPPI platform. It is the natural culmination of the process followed with the AIDA model, where potential users become real users of the platform through the formalization of the collaboration agreement, that is, the signing of the service contract.

Once this phase is reached, customers will receive services that help to generate an impact on their operation, retain them, and demonstrate the benefits of the services provided by the platform.

Once the AIDA model process is completed and the contractual relationship with the user is formalized, the development of the service is provided based on a Platform's Service Provision Model.



**Next Steps:** Each of the phases of the AIDA model will be developed in depth with the participation of the project partners.

As a result, a recruitment model will be integrated that will include a specific schedule of activities, managers, communication channels, specific messages, periodicity and a specific calendar of actions.



#### 4.6. Alliance Network

The network of alliances is one of the pivotal points for the PIPPI platform since through them, two of the main activities of the platform are sustained: the provision of external services and the link between agents. To establish a mechanism for alliance networks that work on the PIPPI platform, it is necessary to understand the existing ecosystem, the types of service providers that could play a relevant role, and the needs of the users.

Once the ecosystem has been mapped and understood, the participants and the demands, it is necessary to understand what services and added value the different stakeholders can offer, how they adjust to the demand of the users, what benefit the stakeholder obtain from belonging to the alliance network and what mechanisms are expected to have to guarantee the success of the model.

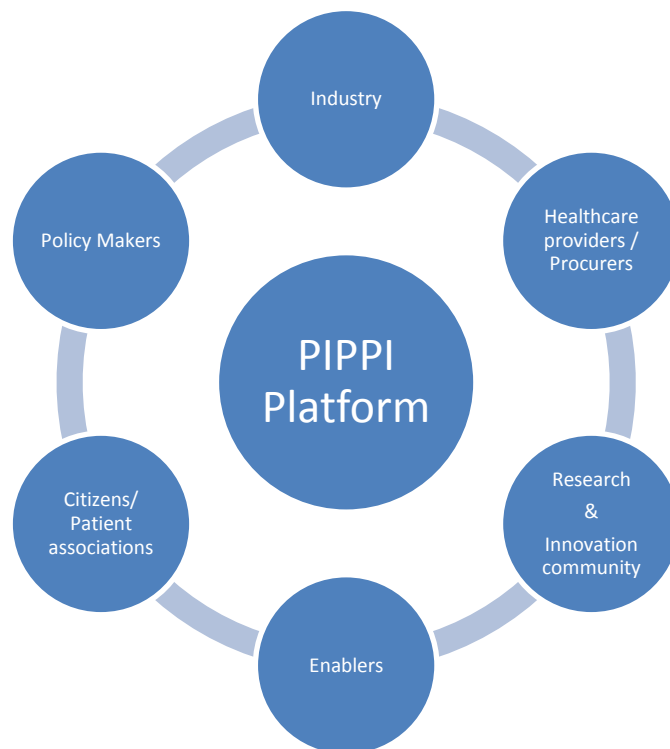
It is proposed to analyse in this chapter the following sections:

##### 4.6.1. Description of the PIPPI ecosystem

The different types of agents susceptible to form part of the network of alliances existing in the ecosystem are: Industry, Healthcare Providers/Procurers, Research&Innovation community , Enablers, Patient Associations, or Policy Makers, as shown in the next figure.



[32]



*Figure 18. PIPPI Ecosystem*

The main idea of having external collaborators within the platform is to expand the capabilities and portfolio of services, expand the impact of the platform on the ecosystem and promote the sustainability and scalability of the PIPPI platform.

It is proposed that within the PIPPI platform there is a homologation of partners, to guarantee that all of them meet the requirements to be part of the network of the PIPPI platform, thus guaranteeing the quality of the alliance and mutual benefits. This approval is the process by which the PIPPI platform defines those partners that are qualified to provide services to users or to generate collaboration agreements.

The approval will be made through a Request for Information (RFI) which is a standard business process whose purpose is to collect written information about the capabilities of the partner or stakeholder.

There are different types of collaboration models depending on the degree of collaboration that could occur between the office and the stakeholder in question (these collaboration models may differ, either by the weight of a certain collaborator or by the degree of involvement and impact that these providers have on the PIPPI platform ecosystem in each region. Thus, there may be: Framework Agreements, Collaboration Agreements and provision of services.



[33]

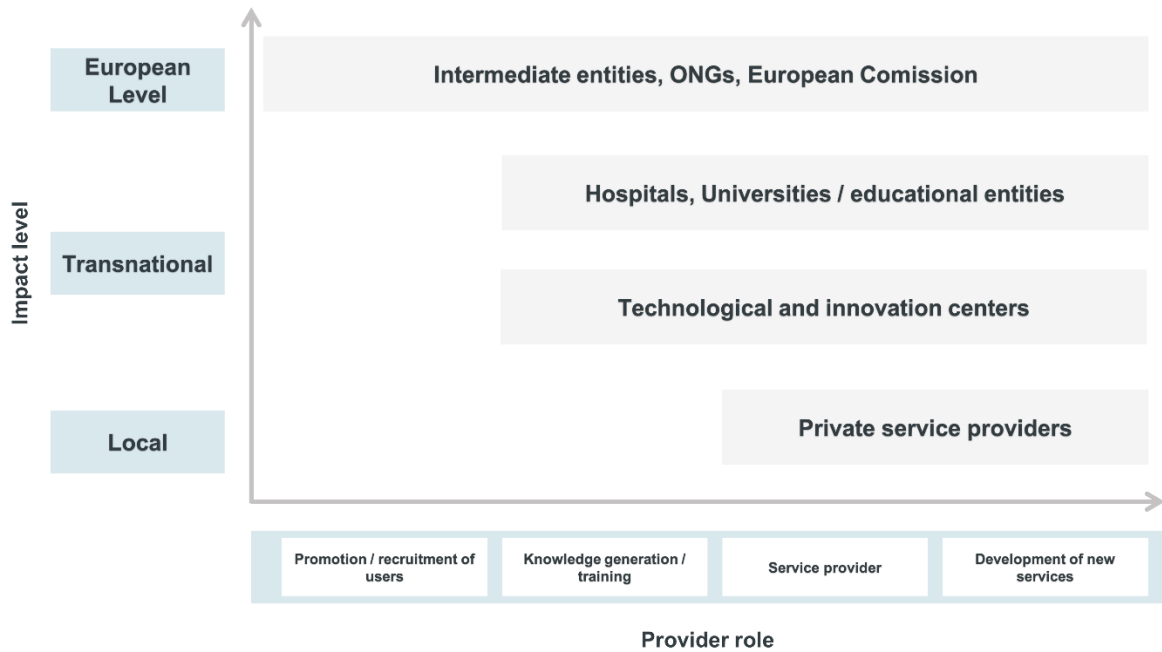


Figure 19. Levels of collaboration by type of actor (Not exhaustive)

#### 4.6.2. Agents likely to be part of the alliance network

The importance and impact of the collaboration with each key partner established in the ecosystem were evaluated with the project partners who participated in the survey. As a result, a collaboration affinity matrix was obtained, as shown in the following figure:

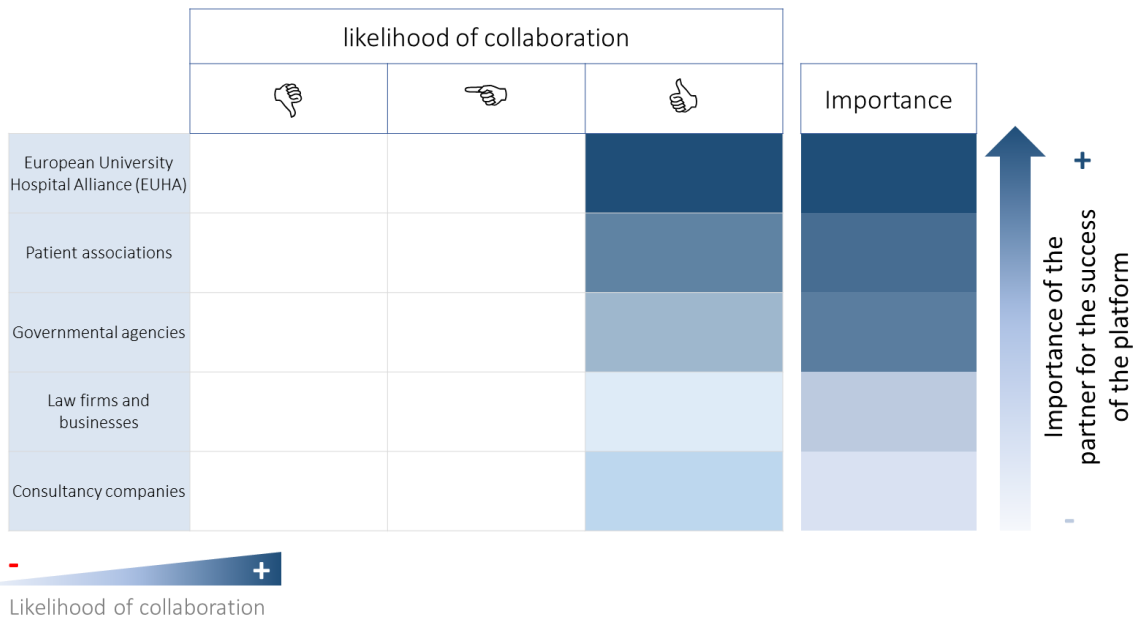


Figure 20. Collaboration importance evaluation matrix

As can be seen in the previous figure, the participants see the platform as a means to collaborate mainly with EUHA alliance hospitals, patient associations, and government agencies.

On the other hand, collaboration with law firms and businesses and consultancy companies is considered less important, so they can be considered as support agents.

Additionally, as shown in the following figure, the interaction preference with the different possible users of the platform was evaluated.

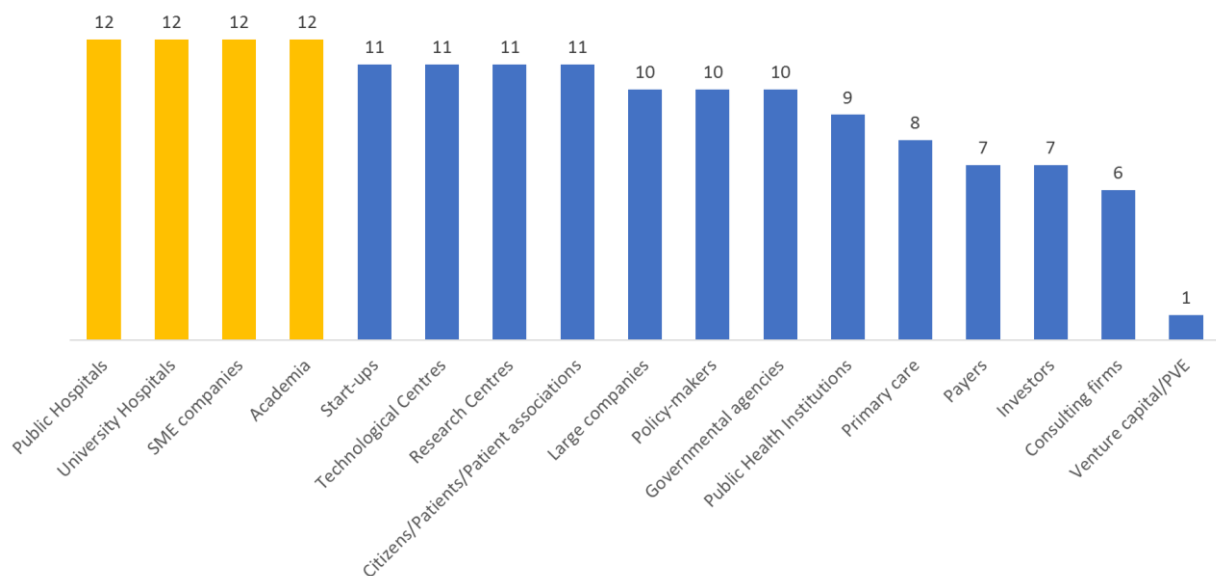


Figure 21. Collaboration preference

We can conclude from both evaluations that there is a greater preference for collaboration with the hospitals that are part of the network, Research&Innovation community, technology providers, and to a lesser extent with policymakers and consulting firms.

According to these results, the establishment of collaborative alliances with the kind of partners that have been better evaluated, as well as the intensification of communication and recruitment efforts oriented to them, should be considered.

**Next Steps:** For the preparation of the following sections, the collaboration of different stakeholders of the platform is necessary. Individual interviews will be conducted with institutions included in the benchmark, meetings will be scheduled with different project stakeholders, and questionnaires and workshops will be prepared to obtain said information. Thus, the following sections will be incorporated in the next version of this document.

- Availability of external collaborators
- Promotion and recruitment of collaborators
- Knowledge and training generation
- Collaborators/ Supplier approval
- Collaboration model



## 4.7. Organization and financing

This section will describe the organizational structure of the PIPPI platform at its different levels. For each level, the general organization chart, functions, and profiles will be outlined. Also, the main processes that will be executed in the model will be defined, both locally (Hospital/country) and transnationally (European level), and finally, different scenarios of sources of income for the platform will be proposed.

### 4.7.1. Organization

At a transnational level, the main activities to be carried out by the main directive and executive bodies of the PIPPI platform will be defined, for example, bodies such as the steering committee, Executive Boards, or others.

At the local level, the organizational structure of the technical or executing team will be defined. This team will be in charge of keeping the platform active and in optimal operation. For example, according to the first business model, the team could include platform managers, content managers, web developers, PPI experts, thematic experts, human resource and financial managers, experts in the legal area, among others.

#### 4.7.1.1. Team members profiles

Once the organizational structure has been defined, descriptive files (See Figure 22) will be developed for each of the functional profiles. In each of the files, the functional profile, the experience requirements, minimum education and the competencies required for the position must be defined.



| Job profile  |  |
|--|--|
| <b>1. Characterization of the job position</b>         |  |
| Job title  |  |
| Position area  |  |
| Dependency and / or hierarchical area                  |  |
| Vision of the position                                 |  |
| Functions  |  |
| <b>2. Characterization of educational requirements</b> |  |
| Education level  |  |
| Academic situation                                     |  |
| <b>3. Characterization of job skills</b>               |  |
| Hard Skills  |  |
| Soft skills  |  |

*Figure 22. Example of the job profile card*

#### 4.7.2. Infrastructure.

A description will be made of the minimum physical means to maintain the correct functioning of the platform.

According to the first proposed business model, the following items can be mentioned:

- **Computer equipment:** Computer equipment required for the PIPPI platform staff to carry out their daily tasks.
- **Servers or cloud services:** Virtual data hosting services necessary for the correct functioning of the digital platform of the PIPPI project.
- **Rooms for events, own or by agreement:** Special rooms to carry out sessions, training, meetings, forums, dissemination sessions, or other events related to the PIPPI platform.
- **Offices or coworking spaces:** Spaces for the daily work of the employees of the PIPPI platform, executive meetings, ideation sessions among others.
- **Project management and basic office software:** Software equipment required for internal project personnel to carry out related activities. If necessary, management, design, or other specific software licenses must be acquired.

#### 4.7.3. Financing.



[37]

The financing structure will be defined based on the proposed business model. Typically it can depend on private funds, public funds, or a mix.

With this objective, strategies used by other similar platforms were identified and various scenarios were proposed, such as those shown in Figure 23.

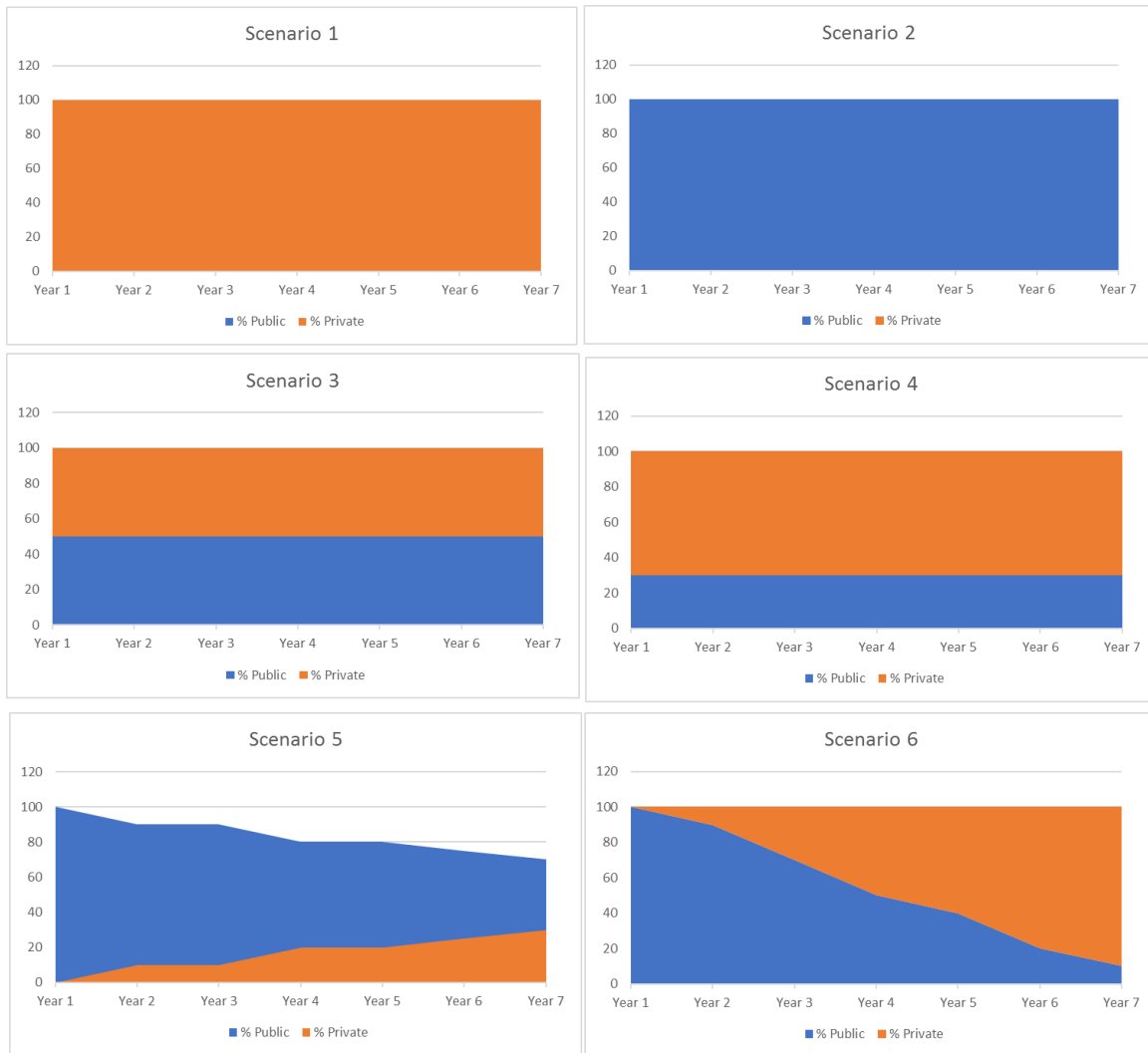


Figure 23. Financing scenarios

Once the possible scenarios have been defined, and the most appropriate one selected, various financing alternatives (means) was proposed, which may include: Public funds for the operation of the platform

- **Income from services offered on the platform**
- **Income from partners, associations, donation campaigns, etc.**
- **Specific own services (training, dissemination, project management, etc.)**
- **Events, forums, etc.**



- **Competitive public funds**

A preliminary analysis was carried out to determine the preference of the project partners over the main ways of financing proposed. For calculation purposes, the weighted scoring model<sup>9</sup> was used. The result obtained is shown in the following figure:

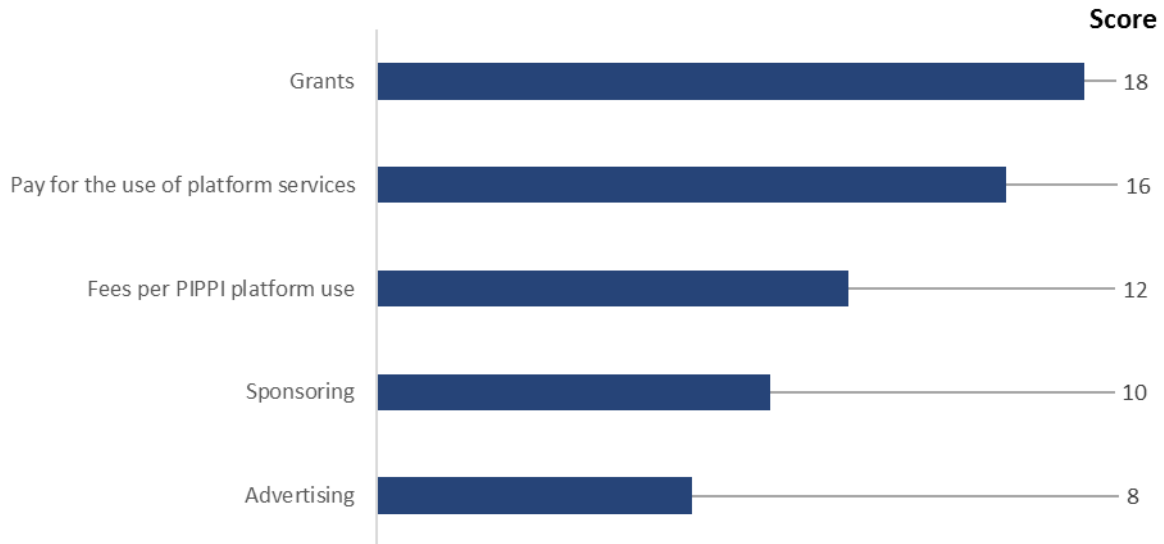


Figure 24. Preference between different revenue streams measured with weighted criteria<sup>10</sup>

As can be seen in the figure, the revenue streams that show the highest preference are Grants, payment for the use of the platform's services, and fees per PIPPI platform use.

**Next Steps:** The different alternatives proposed should be evaluated with the project partners. Reference platform models will be discussed and the pros and cons of each proposed financing model will be analyzed.

The selected model (s) must be subjected to evaluation through a financial model, which will be developed in greater detail in the Business Plan deliverable.

<sup>9</sup> Weighted scoring is a prioritization framework designed to help to decide how to prioritize features and other initiatives on the product roadmap. <https://www.fool.com/the-blueprint/weighted-scoring-model/>

<sup>10</sup> Criterion (weighting): Good Likelihood of generating revenues (2), Regular Likelihood of generating revenues (1), Bad Likelihood of generating revenues (0)

## Appendix 1. Operating Model Questionnaire



## Purpose of the questionnaire

Obtain direct insights from reference platforms related to the development of PCP / PPI processes. Specifically, the objective is to collect information that provides guidelines and best practices to define an Operational Model for the PIPPI platform, including components such as the Governance Model, Organizational Models, operation and provision of services, Alliance Network, organization and financing, services offered among others.

## Questionnaire

### Strategy and Governance

1. Which elements do you consider differentiating from your platform/initiative?

2. What do you consider to be the strategic objective of your platform/initiative? (think about the mission, vision, and objectives in the short, medium, and long term)

3. What is the market scope and/or user segment of your platform/initiative? (e.g. Hospitals, health managers, companies, research centers...)

4. Does your platform have a governance mechanism or model? If the answer is yes, describe the Governance Model (is it Centralized, decentralized? And its levels). If possible, obtain a scheme of the model.

5. What type of institutions or agents are part of the different organizational levels of the platform/initiative?





---

[41]

6. What is the legal status of the platform/initiative?

### Value-added service catalog

7. What services do you provide through your platform?

8. What are the phases of the PCP / PPI process that you attend through your services?

9. How do you provide services: with your resources, through partners, consortium, subcontracting, through a technical office, etc?

### Operation/ Provision of services

10. What physical resources do you have to offer your services? (e.g. infrastructure, technology, etc.). Mention if they are internal or external

11. Do you have contracted or subcontracted staff to operate the platform?

12. What processes or activities are put in place to maintain the platform's operation? (e.g. Human Resource Management, Technology development, procurement, knowledge management, marketing and communication, recruitment...)



[42]

13. Which of these activities or processes do you consider critical and essential for the operation of your business model?

### Recruitment model

14. What mechanisms do you use to attract users? e.g. Forums, digital marketing, networking, etc.

15. Do you have collaboration models, tools for partner or supplier selection, approval, and evaluation?

### Alliance Network

16. What are your main partners and stakeholders?

17. Which of these partners do you consider crucial to your operation?

18. What are the main tools you use to attract partners?



[43]

### Organization and financing

19. How is the organizational structure of your platform/initiative? If possible, obtain a scheme of the model.

20. What are the main ways of financing your model? You can express them as a percentage

