



RIF Booster Program 2018-2019

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Scope of the RIF Booster Program

To support the three RIFs in the transition to self-sustainable Robotic Competence Centers (RCCs) after the runtime of ECHORD++ RIF project



RIF Booster Program Approach

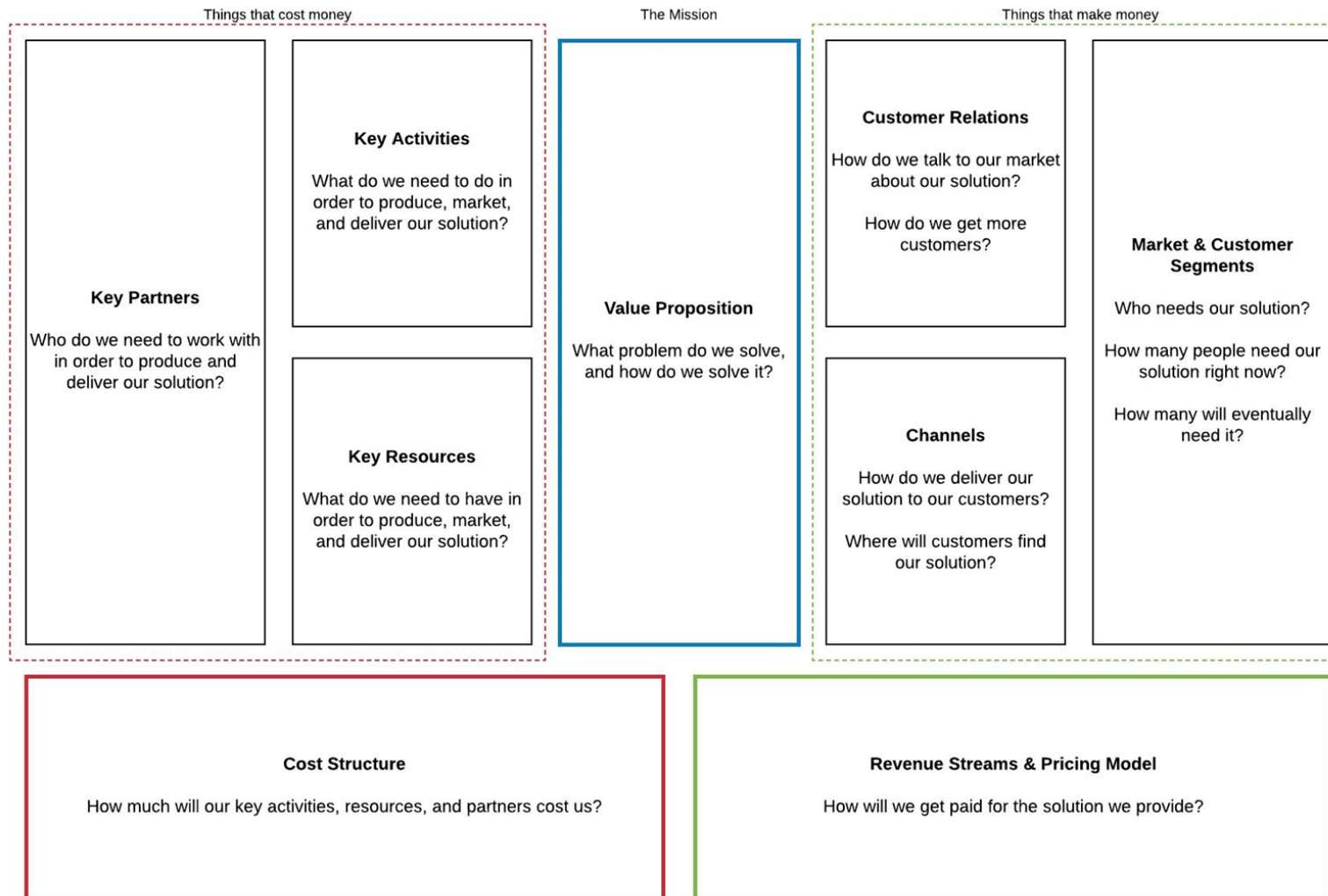
Together with each RIF we **discovered and defined**;

- their respective strengths and areas of improvements
- the values they are delivering and to whom
- the resources and activities needed to deliver these values



RIF Booster Program Approach

Together with each RIF a business plan was developed according to a Business Model Canvas (BMC) format



RIF Booster Program Approach

Based on the information shared during co-creation of the BMC we

- investigated the possibility to increase the impact of each RIF, resulting in a suggested 'Road to market Strategy'
- made an assessment of the entire RIF project, including identifying areas for improvement and recommendations for how a new RCC projects could be established based on these learnings.

Deliverables

- Stake Holder Analysis and Mapping Report
- Development Plan Report
- Road to Market Report
- First Analysis Assessment Report
- Progress Report

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<p><u>Introduction t</u></p> <p>Over the last th the ECHORD++ successfully int economic growt and the UK (RIF entering a cruci collaborative net engaged profess robotics to work</p> <ul style="list-style-type: none"> • Provide i and capa • Conduct a compa stakehold • Establish business second d business 	<p><u>Introduction</u></p> <p>The first report p the first RIFs, t RIF. This was foll using a Busine conducted at each 2018. This third R an analysis of th collaboratively i A Road to Mark RIFs into sustai</p> <p>The next step for e generation Robotic Archieve. The int provide the RIFs w action plans.</p> <p>Revenue generatio processes used in t</p>	<p><u>Introduction</u></p> <p>The first three rep</p> <ol style="list-style-type: none"> 1. A comparison o mapping of the 2. An analysis of collaboratively i 3. A Road to Mark RIFs into sustai <p>This fourth report for improvement a established based</p>	<p><u>Introduction</u></p> <p>The first four reports provided by WIDE Idea Development presented:</p> <ol style="list-style-type: none"> 1. A comparison of stakeholder maps in the three Robotic Innovation Facilities (RIFs), based on a stakeholder analysis and mapping of the local ecosystems of each RIF; 2. An analysis of strengths and weaknesses of each RIF, followed by a business plan, collaboratively developed by each RIF using a Business Model Canvas (BMC) format. 3. A Road to Market strategy, along with suggested key activities for the transformation of the RIFs into sustainable Robotics Competence Centres (RCCs). 4. A first assessment of the entire RIF Project, including identified areas for improvement and recommendations for how a new RCC project could be established based on these learnings. <p>This fifth report presents a Progress Report for all three RIFs and is based on interviews with each RIF during the period 25-31 January, 2019. It includes the status of each RIF and the path they</p>

The RIF project

During the visits to the three RIFs we experienced

- Active operations
- Engaged management and staff
- Satisfied customers



Conclusion:

We experienced a discrepancy between the situation at each RIF compared to the picture provided at the start of the RIF Booster Program.

Identified benefits of the RIF project at the three RIFs

For the RIFs

- End-user driven approach
- Increased number of collaborations with SMEs
- Establishment of networks
- Up to date with new technologies
- Multi-disciplinary talent development at the RIFs

For the customers

- Increased access to technology expertise
- New areas for robotics use
- Cost savings
- New market opportunities
- Easy access to technology development tools
- Low cost engagement

For society

Contributing to robotics as a growth sector



Identified areas of improvement for the RIF project

Different maturity levels at the different RIFs

Focus on different customer types, based on their distinct business ecosystems

Different working procedures and reporting structures in each RIF.

Infrequent communication within the RIF Project.

Lack of common values and rules throughout the project.

Change of scope and targets of the project over time without change of budget and time frames

Leading to;

Difficulties for the ECHORD++ management and the reviewers in obtaining a coherent picture of the progress of the RIF project.

Leading to;

Uncertainties regarding deliverables

Identified areas of improvement at the RIFs

Management of the RIFs

- time management
- resource allocation

Outreach

- Underestimation of the effort needed to reach out to target groups
- Limited communication of achieved results

Attract funding

The SME challenge

- Limited knowledge about robotics and automation
- Limited internal funding to go beyond the free 6 week project
- Many SMEs lack stability in management and economy



How to develop future RCCs

The RIF project is a pilot project and, as such, the three RIFs can be regarded as start-up companies, each endeavouring to find a suitable business model and business plan for the future RCC.

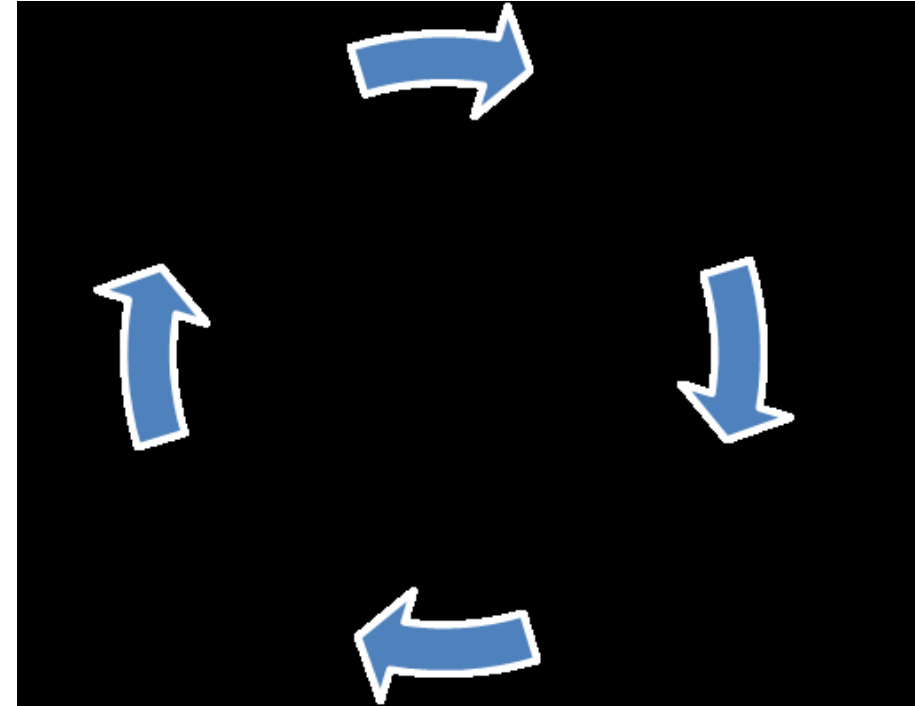
- A large number of start-ups fail because they do not reach out with their solutions to the targeted market before cash runs out. (up to 80%)
- It is well-recognised that few start-up companies 'get it right' from the beginning. However, many organisations have succeeded after working through a number of iterations with their most important customers.

To develop future RCCs



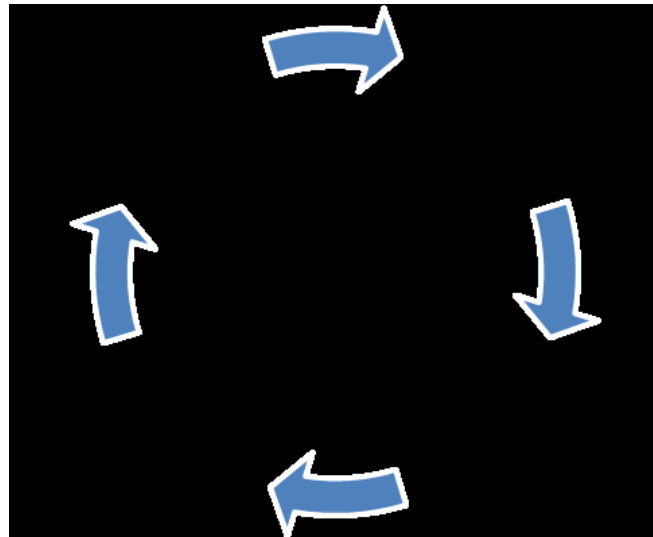
For the individual RCC

- Establish an iterative agile process
- Work with your value proposition and try to 'productify' your offering. Follow up with key customers
- Increase the sales and marketing efforts
- Follow up the sales efforts
- Establish a CRM system
- Streamline processes with clear local manager delegation
- Ensure organisation transparency
- Chose KPIs carefully
- Identify innovative funding solutions.



For the network of RCCs

- Establish leadership culture with the ability to create trust and facilitate communication in a distributed organisation
- Set common values and rules
- Allocate dedicated resources
- Share offerings, testbeds and best practices
- Invest in collaborative platforms and projects
- Aim for global consistency, but with local activity
- Establish an iterative process
 - Definition phase
 - Cooperation phase
 - Execution phase
 - Follow up phase





Discussion.....