



Prof Emanuele Lettieri PhD

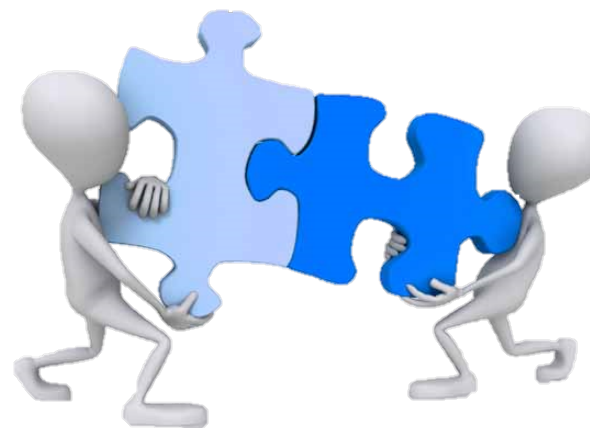
NESTORE Exploitation Manager

Full Professor of Finance Accounting Control
School of Management
Politecnico di Milano

Exploitation Strategy towards Commercialization

Lessons worth spreading & shared Challenges

PRODUCT



MARKET



NESTORE



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 769643

25.02.2021

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Lesson #1

Connect the dots



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THE NESTORE EXPLOITATION CANVAS (AND FLOWCHART)

MARKET OPPORTUNITIES

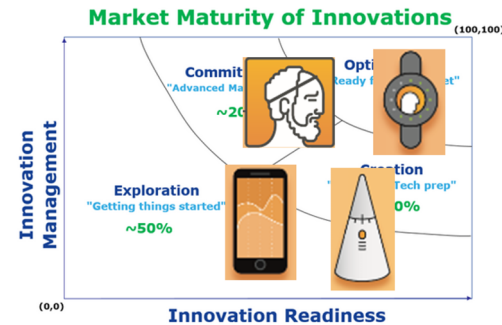
DESK ANALYSIS

COMPETITORS

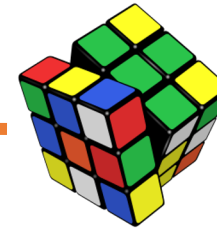
CITIZENS' SURVEY

UNBUNDLED EXPLOITABLE OUTPUTS

NESTORE EXPLOITABLE OUTPUTS (Innovation Radar)



NESTORE EXPLOITATION SCENARIOS

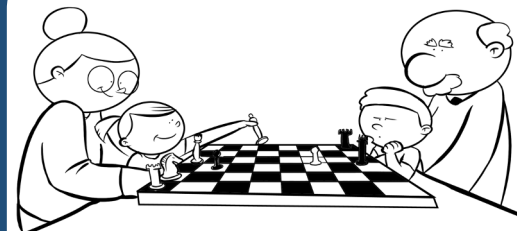


GO-TO-MARKET

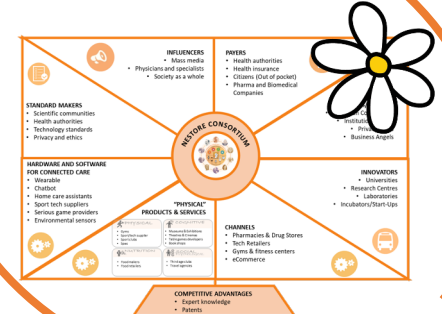
OPEN, third-parties paying services
OPEN, third-parties paying data
CLOSE, third-parties paying services
SINGLE EXPLOITABLE OUTPUTS

FURTHER RESEARCH

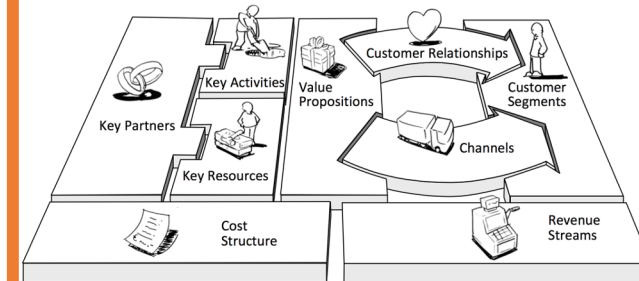
NESTORE BOARD FOR EXPLOITATION, DISSEMINATION & COMMUNICATION + FORUM OF ADVISORY STAKEHOLDERS



NESTORE DAISY ECOSYSTEM



DISSEMINATION & COMMUNICATION STRATEGY



NESTORE BUSINESS MODEL(S)



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Lesson #2

Learn fast from those that run fast



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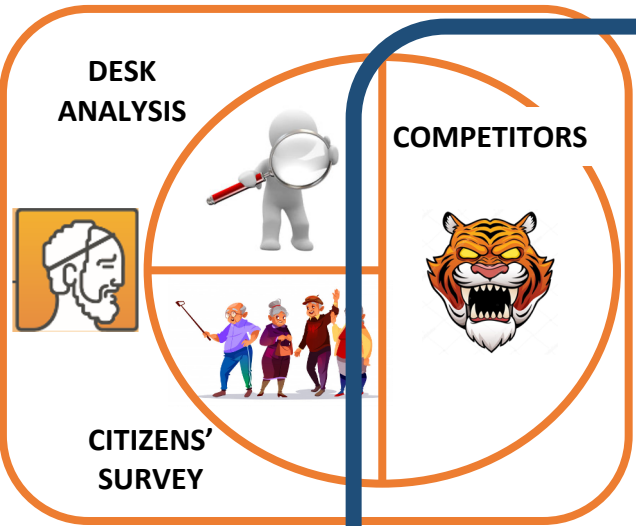
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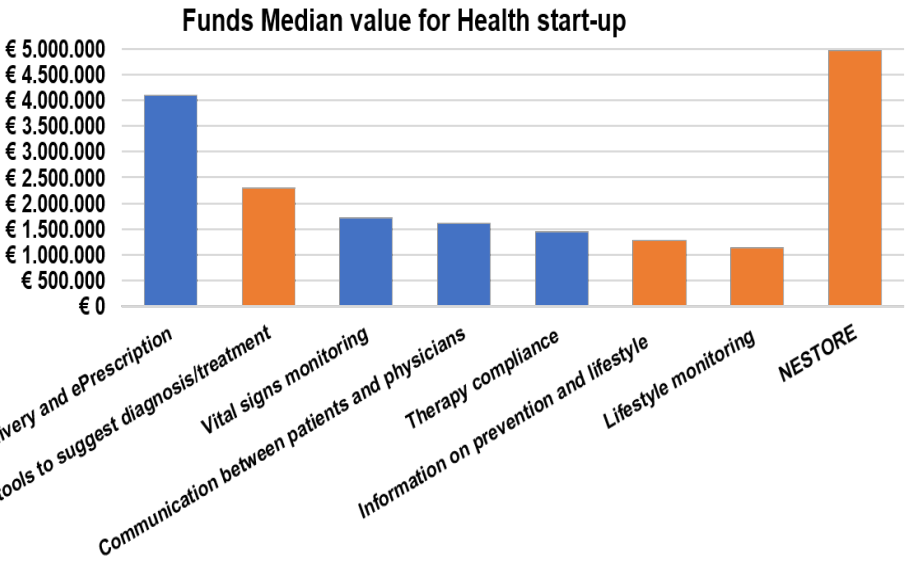
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DREAM BIG, START SMALL, SCALE FAST

MARKET OPPORTUNITIES



Start-ups offers insights on new needs, new technologies, new services, and new business models (Crunchbase)



APPS

- About 325,000 Health Apps (2019)
- About 78,000 new Health Apps per year

Polar types

Free	Paying
Medical	Health and fitness
No / basic coaching	Advanced coaching
Mono-dimensional	Multi-dimensional
Integrated with devices	Stand alone

Start-Up Landscape

Macro-categories Frequency

Macro-category	Frequency
Communication between patients and physicians	200
Intelligent tools to suggest diagnosis and/or diseases...	178
Vital signs monitoring	137
Therapy compliance	137
Citizens Digital Services	109
Information on prevention and lifestyle	98
Personal Health Record / Electronic Health Record	68
Communication between Healthcare stakeholders	55
Medicines delivery and/or ePrescription	51
Information Management and Adm. Decisions Support...	47
Caregivers, nurses, Health mentors, etc. search services	44
Communication between patients	39
Scientific research support	34
Lifestyle monitoring	30
Cybersecurity	6

N = 178 about "Intelligent tools to suggest diagnosis and/or disease management"

N = 98 about "Information on prevention and lifestyle"

N = 30 about "Lifestyle monitoring"





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Lesson #3

Engage Partners in setting priorities



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A RICH PORTFOLIO OF INDIVIDUAL EXPLOITABLE OUTPUTS

Product 	
Ex.O. 3 Sheffield	Design prototype
Ex.O. 1 TUD	Mobile digital game
Ex.O. 2 Zurich	Serious game for cognition
Ex.O. 2 FSIE	Gender Checklist
Ex.O. 1 LU-CIM	Use Habits Recognition Module
Ex.O. 2 LU-CIM	NESTORE EMOTIVE Wellbeing Engine
Ex.O. 1 NEOS	Sensor patient monitoring architecture
Ex.O. 3 HES-SO	Tangible coach
Ex.O. 1 Flex	Wearable device
Ex.O. 2 Flex	Charging station

Service 	
Ex.O. 2 EURECAT	Decision support system
Ex.O. 1 HES-SO	Conversational agent

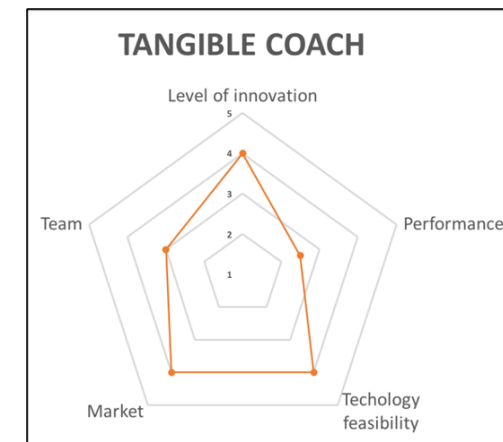
Process 	
Ex.O. 1 Sheffield	Co-design methods
Ex.O. 2 Sheffield	Design guidelines

Know-how 	
Ex.O. 3 Flex	Algorithm
Ex.O. 1 CNR	Descriptive models for healthy aging
Ex.O. 2 CNR	Coaching plans
Ex.O. 3 CNR	The NESTORE specific ontology
Ex.O. 1 Zurich	Evidence-based intervention program
Ex.O. 1 FSIE	Steps for interaction system-individual
Ex.O. 2 HES-SO	Implementation of behaviour change

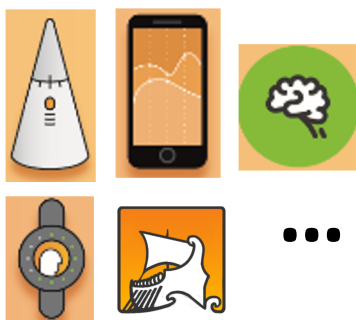
Self-evaluation

1	2	3	4	5
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Following the suggested evaluation scale



UNBUNDLED EXPLOITABLE OUTPUTS



16 December 2019

Exploitation: from theory to practice The quest for REAL Exploiters

Document History			
KEYVISION	DATE	MODIFICATION	AUTHOR
1.0	2019.12.01	First Complete version	POLINE - DGI
2.0		Final Version	POLINE - DGI

Approvals			
DATE	NAME	ORGANIZATION	ROLE
2019.12.01	Giuseppe Audisio	POLINE	Scientific Coordinator
2019.12.12	Emmanuel Lottin	POLINE	WP Leader
	Giuseppe Audisio	POLINE	Scientific Coordinator

LEVEL OF INNOVATION

Degree of technology novelty

PERFORMANCE

Solution ability to solve a problem and answer a need

Competitive advantages over the state of art solutions

TECHNOLOGY FEASIBILITY

Technology Readiness Level (TRL) current and expected

MARKET

Market potential and market size

Legal feasibility

TEAM

Degree of which key technical competences are covered

Degree of which key business competences are covered



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Lesson #4

Engage Stakeholders through Dissemination



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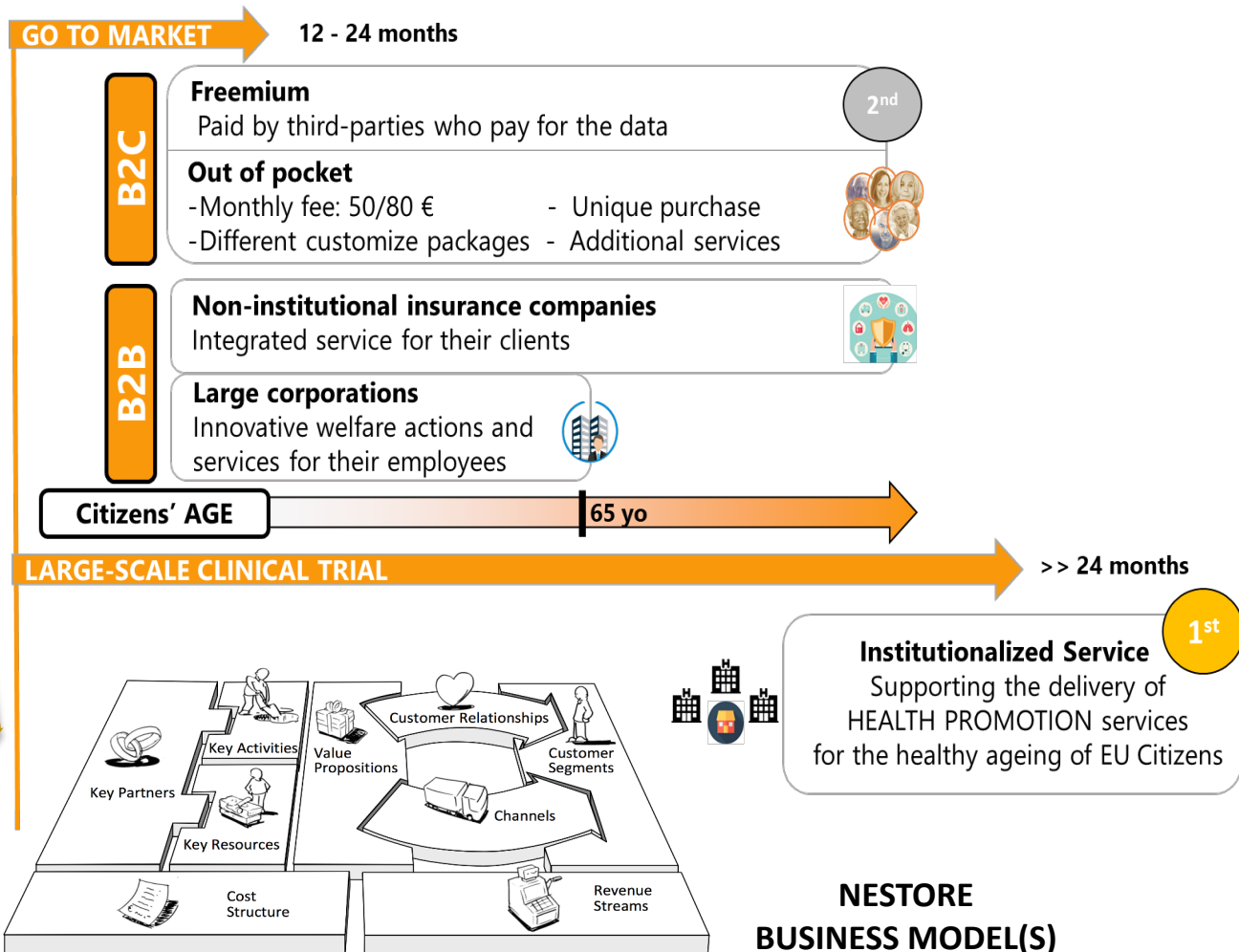
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THE NESTORE “DAISY” ECOSYSTEM CANVAS

Stakeholders groups	Category	Number of interviews
Influencers	Physicians and specialists	4
Payers	Health	
	Pharma / Bio	
	Insurance	
Channels	Medical dev	
	Nursing	
Standard Makers	Pharmacies and	
	Health aut	
Innovators	Technology s	
	Research ce	
Total		23

Interoperability is KEY → NO CLOSE SCENARIO
Out of pocket should be considered as go to market strategy → DO NOT OVERLOOK
There are both B2B and B2C scenarios → THINK ABOUT THEM
Corporations are interested to corporate welfare solutions → INCLUDE THIS SCENARIO
Citizens are open to share data if used for research → NO COMMERCIAL PURPOSES
INSTITUTIONS need evidence from large scale pilots → CONSIDER DIFFERENT TIMELINE

M36
END OF THE PROJECT





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Lesson #5

Managing through KPIs and Targets



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KPIs FOR THE EXPLOITATION STRATEGY

TYPE OF INDICATOR	INDICATOR	DESCRIPTION	Basic	Desired	Excellent
Output		Technology Readiness Level achieved by NESTORE OR by selected individual exploitable outputs at M36	TRL = 7 for the selected exploitable outputs	<ul style="list-style-type: none"> TRL = 7 for the selected exploitable outputs TRL = 7 for NESTORE as a whole solution 	<ul style="list-style-type: none"> TRL > 7 for at least one of the selected exploitable outputs TRL = 7 for NESTORE as a whole solution
		Users' willingness to continue NESTORE after the pilot	75% of the users	80% of the users	95% of the users
		Payback of NESTORE considering the go-to-market results	Payback the project investment > 5M€	Internal Rate of Return (IRR) > 60%	Internal Rate of Return (IRR) > 80%
Outcome (impact)		Outputs are compliant with over NESTORE coaching foundations for the last 8	75% of the users	80% of the users	95% of the users
		Improvement of the Quality of Life	Coherent to the KPIs defined for the Pilot study (defined in D2.4 - Protocols for the System Validation in the Pilots)		
	Availability for the Users once in the market	Maximum amount of out-of-pocket for the final user once in the market	50 € per month	30 € per month	Freemium*

Defining KPIs and Targets from the beginning help the Consortium & the Exploitation Team to focus their efforts and drive creativity





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Common Challenges about Exploitation



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COMMON CHALLENGES ABOUT EXPLOITATION

Need to seed a validation study on a larger sample (phase 3)

**About 1 M€
18-24 months**

Reimbursement policies for institutionalized services are not in place yet (but Germany) for Digital Therapeutics and Prevention

Innovative services as NESTORE require innovative business models (freemium?) ... Policies about reuse of collected data should be advanced

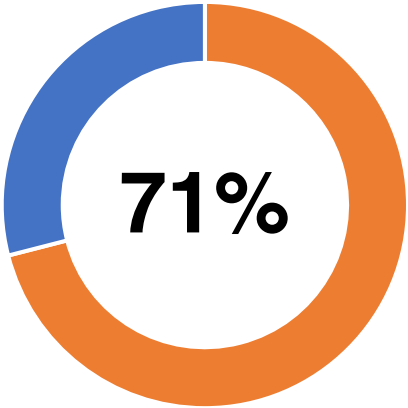
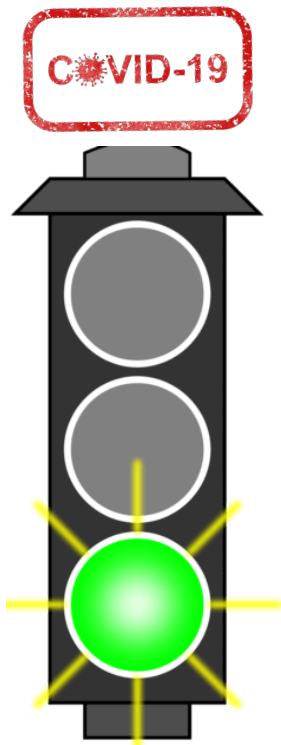


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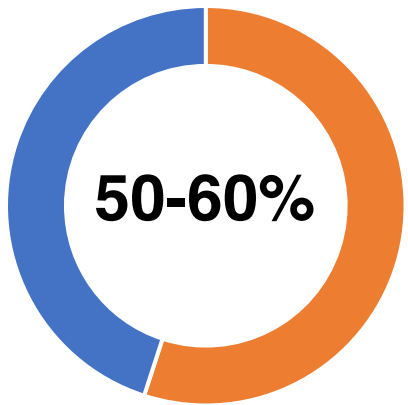
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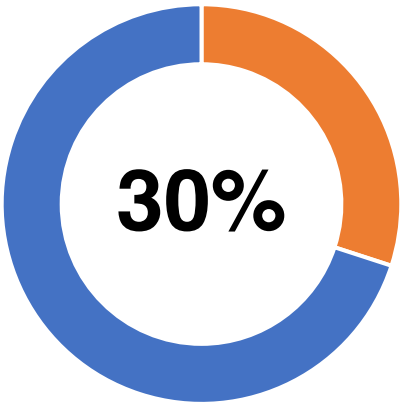
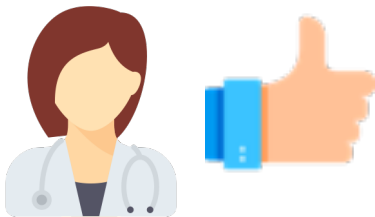
Digital Health is finally on fire



Citizens 65+ looking for information about healthier lifestyles



Doctors who approve the use of health mobile apps



Citizens 65+ interested in the use of a **virtual coach** to improve their lifestyle





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THANKS FOR YOUR TIME



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