

## D8.4 AEOLIX COLLABORATIVE BUSINESS MODEL SCENARIOS

### Lead Beneficiary: IRU Projects

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The once traditional brick and mortar business model has been disrupted with numerous new business models. The technological changes pave the way for businesses to create new models of generating revenues and operate through different channels. The freight transport cannot be ignored by those disruptions with BMs – as a Service, new digital solutions, software etc. coming out continuously and bringing new possibilities for cost saving and improved efficiency. AEOLIX comes at this point to bring several solutions in one platform and three different functionalities: the open data sharing (sharing of data from companies, authorities etc. to whoever is interested to buy those data), the closed data exchange (between partners or within the same companies) and the toolkit, where several useful services can be accessed with easiness from all the connected users. The big question, though, comes from the fact how all those functionalities can be translated to a business context and how they can be financially sustainable. Will the platform charge the users with a subscription or will they be charged for the actual usage? For this, one answer is not enough. In this deliverable, 51 competitors providing the market with similar to the all identified AEOLIX services were analysed to give us the necessary understanding on how they operate in Europe and internationally. The 41 AEOLIX partners were also invited to answer a questionnaire and feel in the BMC on how they perceive AEOLIX's 9 building blocks. The deliverable 8.4 of AEOLIX as a part of WP8 will have the target to feed the AEOLIX Cost-Benefit Analysis and the Exploitation Plan (8.5 and 8.6).

This task will analyse business viability of the AEOLIX platform and the piloted services. The business model scenario analysis will use "Partnership Canvas" in addition to other innovation business model techniques: "Canvas", "Service Dominant Canvas", "Strategic Innovation Canvas", "Three Horizons of Innovation", "Lean Start-Up", "Lean Change Canvas", "Ambidextrous Organization", "Service Dominant Radar" and "Roadmap". Research on existing examples of business model innovation in logistics, e.g., from CO3, iCargo and STRAIGHTSOL, and from other sectors where collaborative business models have succeeded will be investigated but also of business models which have failed to reach major take up. While a common business model needs to be developed for the overall AEOLIX solution, it is an imperative to develop and iterate business model for each of the AEOLIX Living Labs, defining clearly business view for each piloted service in each of the pilot sites, thus strongly supporting the planned after-project life cooperation. Following the already mentioned "Build-Measure-Learn" iterative development model, the business model will be developed in at least 3 iterative phases, first phase being based on the MVP, and later versions on more mature AEOLIX developments.

Task 8.4 is part of WP8 that aims to develop collaborative business models and the AEOLIX exploitation plan. In order to cover its main objective in exploiting the AEOLIX findings, WP8 is based on a 3-level approach; understanding the Market, establishing the Network; developing the Models (MNM approach) (Figure 1).

At first, the right market for AEOLIX to profile itself will be identified and co-shaped with the project partners. This is crucial and will precede any development of business models for the AEOLIX products and outcomes and will aim at getting to know, analyse and frame the market they will be introduced to. Depending on the different AEOLIX products - platform (ecosystem), services and Living Labs - markets might differ and vary. This fact will be addressed



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through the market identification.

After the identification and analysis of all relevant markets for each AEOLIX product and outcome, a portal will need to be established between potential markets and AEOLIX outcomes. We aim to establish this portal through the establishment of a network of businesses and users, also known as potential AEOLIX uptakers. This network will be critical for the successful market penetration of AEOLIX products and outcomes.

Thirdly, and given that by then we will have a thorough understanding of the market, and the network will have already started to expand, we aim at developing customized business models based on each and every AEOLIX product. These business models will be co-developed and co-shaped with service providers and users.

In detail, Task 8.4 will contribute to this objectives by creating business scenarios for the commercialization of the AEOLIX platform.

