

- » BOOST PERFORMANCE
- » REDUCE COST
- » INCREASE AGILITY
- » ENHANCE CRM
- » SHORTEN TIME TO MARKET
- » DRIVE INNOVATION
- » IMPROVE EFFICIENCY
- » INCREASE ADAPTIVITY
- » ENABLE BUSINESS TRANSPARENCY
- » ENSURE REGULATORY COMPLIANCE



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Living Labs for Industry

Atos Origin perspective

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Agenda

- » The R&D Process
- » Living Labs
- » Supporting the success of R&D
- » Pending challenges

The R&D process



The R&D process

- » The following are the usual phases of industrial R&D:
 - » Out of continuous research activity... Idea upturning.
 - » Idea consolidation -> RTD project plan.
 - » Economic analysis of the RTD plan.
 - » Initial works.
 - » ...(n iterations)
 - » Synthesis of an experimental asset (prototype) and the exploitation plan.
 - » Pioneer tests / Validation.
 - » Refinement of exploitation plan and, if applicable, of the experimental asset.
 - » Deployment.



The R&D process

- » Sometimes... RTD succeeds



The R&D process



» Sometimes... RTD fails



Failure reasons for R&D

Segmentation of reasons

- » Lack of interest of customers
- » Lack of completeness of the R&D process (who's first?)
- » Usability problems
- » Need of large further investment by customers
- » Upturn of newer technological solutions by competitors before deployment starts
- » Dramatic change in the market
- » Exploitation agreement-related problems
- » Other reasons

Added Value of a Living Lab

How can it help?



- » Lack of interest of customers *ý*
- » Lack of completeness of the R&D process (who's first?) *ü*
- » Usability problems *ü*
- » Need of large further investment by customers *ü*
- » Upturn of newer technological solutions by competitors before deployment starts
- » Dramatic change in the market *ý* *ý*
- » Exploitation agreement-related problems *ý*
- » Other reasons *ý*

Living Lab as a validation site

Factors in which Living Labs do help

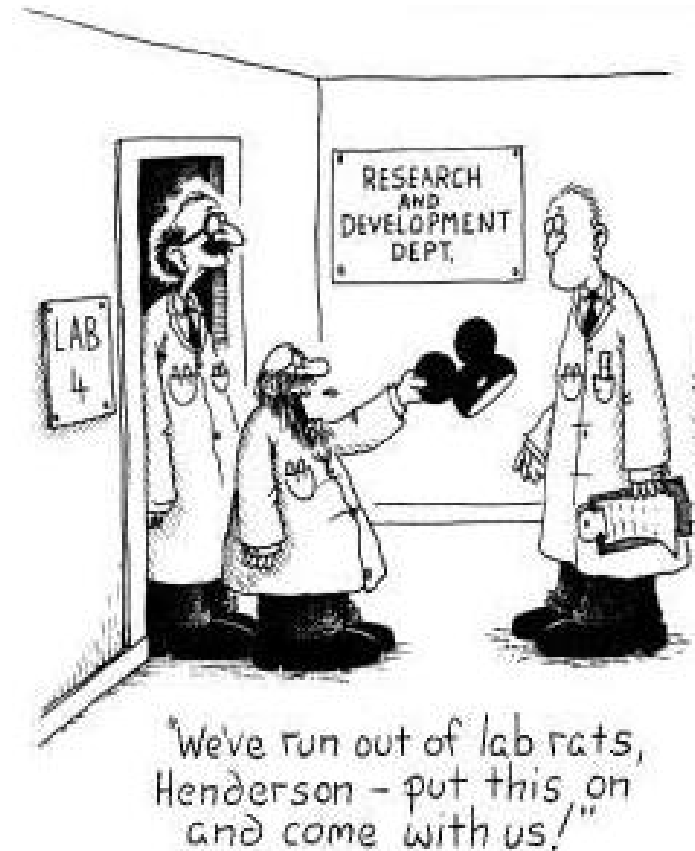


- » The first reference syndrome
- » Usability
- » Completeness



Living Lab advantages

1. Emphasis on the human factor
2. Mixing with other high-tech experiments
3. If successful, an important reference



Supporting the success of RTD

Other possibilities (mutually compatible)



- » Living Labs
- » Spin-off creation
- » Pre-commercial Procurement of Innovation
- » External exploitation agent

Supporting the success of RTD

Comparison chart



	Living Labs	Spinoff	Pre-commercial procurement of innovation	External exploitation agent
»Lack of interest of customers	X	X	V	X
»Lack of completeness of the R&D process	V	X	V	X
»Usability problems	V	X	V	X
»Need of large further investment by customers	V	V / X	V	V
»Upturn of new er technological solutions	X	X	X	X
»Dramatic change in the market	X	X !!!	X	X
»Exploitation agreement-related problems	X	V	X	V
»Other reasons	X	X	V / X	X

Assumptions



- » The former conclusions start from the following axiomas:
 - » There are enough number of *real* living labs for choosing the right one.
 - » The choice of living lab is based on a set of parameters stable and common to all companies.
 - » The living lab has all mechanisms enabled for a company to collect the right feedback from the technical validation.

Pending challenges

Input for the Finnish presidency works



- » The networks of living labs should develop a formal set of parameters for living lab definition, as well as a procedure for determining the value of those parameters in the existing living labs (to identify LL's from LLL's and perform a segmentation of LL's).
- » Synthesising a common, formal mechanism to collect the feedback from individuals and social context on a specific experiment is still a challenge.
- » Real living labs in the Mediterranean area of Europe is an urgent need for tackling half of European market and the Americas.
- » The economic process for a company is still unclear. As well as formalisation of data collection, formalisation of the steps after LL should be performed.

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