



Ecosystem infrastructure for smart and personalised inclusion
and PROSPERITY for ALL stakeholders

D101.1 Documented process for modelling and analysis and report format for reporting back to the project

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Executive Summary

This document outlines the suggested process for process T101.2 (Market Models and Strategies) that will lead to the creation of deliverable D101.2, containing a comprehensive and graded list of possible candidate market models and strategies, together with brief descriptions of each, and indications as to their suitability for the P4A project.

In accordance with the project charter, activities in WP101 have been divided into two separate internal processes for better handling: process T101.1, leading to this document (D101.1), and process T101.2, outlined here and leading to the final D101.2 document.

Process T101.1, which has been completed, entailed:

- laying out a process for the initial analysis phase;
- listing necessary and desired qualities or conditions for the models we suggest and examine;
- listing actors and stakeholders in the process;
- producing an internal report documenting the process.

Process T101.2, running April-September 2014, will entail the following activities:

- survey literature, analyze and describe market models, including newer phenomena such as gamification, peer-to-peer, or crowdsourcing;
- identify best practices, lessons and guidelines;
- produce a final report with suggestion for the general outline of the P4A platform infrastructure and ecosystem, and suitable business models.

All steps in T101.1 above have been completed through team meetings and team discussion on shared documents, with subsequent requests for comments and edits sent and received via email, and with the involvement and input of P4A partners via a draft document shared on Google Docs and opened up for group edit. The detailed list of activities in process T101.2 is described below in (3).

1 Definitions

A few initial definitions of concepts or terms used in this document is reported here. These will be moved to the project vocabulary document that will be shared with all partners and might be subject to changes in accordance with the development of the project itself.

1.1 Stakeholder

A person, group or organization that has an interest or concern in the P4A platform.

1.2 Actor

Any types of stakeholder that interact with the system and whose actions have a direct impact on the ecosystem. This is a distinction that has to be introduced because not only not all stakeholders will be actors (that is, not all of them will interact directly with the P4A platform), but actors will actively modify the live system (for example, by subscribing and adding content that might make the system more engaging).

1.3 Ecosystem

A complex, distributed, adaptive, socio-technical system which exhibits properties of self-organisation, scalability, and sustainability. We distinguish between open ecosystems (for example, the Web) and closed ecosystems (for example, the Apple iTunes / Store ecosystem).

1.4 Cross-channel

Cross-channel is communication modality that extends the concepts of crossmedia / transmedia towards production and consumption of services, and predicated on the possibility for actors to freely access the platform through a number of cooperative and interconnected channels and devices.

1.5 Multi-sided

A multi-sided platform is an organization that creates value primarily by enabling direct interactions between two (or more) distinct types of affiliated customers.

2 Sizing up P4A

In order to be able to produce a comprehensive and classified list of candidate market models and strategies, together with brief descriptions of each and indications of their suitability for the goals and scope of the P4A project, the platform and its stakeholders will be analyzed as part of a cohesive ecosystem.

From both the charter and the early conversations following the kick-off meeting in Stuttgart, it is clear that creating a technically working platform infrastructure is not going to be enough to fulfil the goals of P4A. A larger part of the future sustainability of the platform will be resting on how successful it is in engaging its potential stakeholders in the long run.

As such, what is the value of P4A for all and every specific stakeholder group is one of the primary questions that we will need to answer for the system to be successful. These include the original questions that were posed at the kick-off meeting in Stuttgart and that were introduced through a “party” metaphor for better framing, as these are people-centered issues: if the P4A marketplace were an event we want to be successful,

- who do we invite to this party?
- How do we invite them?
- How do we make them see this is something they want?
- Who else do they expect to meet there?
- What is going to happen and how?
- Why is it going to be better than other attempts?

In multi-sided platforms, interactions between stakeholders happen directly, through the platform itself and without the necessary intervention of the part of the entity owning the platform, whose role, past the original shaping, structuring and setting up of the system, becomes that of a maintainer.

This brings in a number of questions in respect to the architecture of the platform that straddle across the traditional phases of analysis, design, and implementation and that do not only consider stakeholders or how we engage them and keep them engaged, but also the user experience and service design side (“how do we make them see this is something they want”, “why is it going to be better”) and the business model (“what is going to happen”).

3 Activities and tasks in process T101.2

P4A is a match-up platform. Its main goal is to allow successful interactions between stakeholders, and thus allow the platform to thrive. As such, both its final business model and the overall user experience it will deliver are critical components of the final design.

Through a thorough analysis of eligible multi-sided platform business models for the P4A ecosystem, of the ecosystem itself and of its components, WP1 will identify and describe the elements that will be used for the creation of the platform's infrastructure and blueprints.

Eleven main activities or tasks have been identified belonging to three distinct areas or phases: Business, Ecosystem, and Design. Business is primarily oriented to the analysis of business models. Ecosystem is primarily concerned with the analysis of stakeholder and ecosystem mapping. Design is primarily concerned with user research and synthesizing the results from the other phases. The activities are: Project vocabulary (3.1); Literature survey (3.2); User research (3.3); List of business models (3.4); List of stakeholders and actors (3.5); Stakeholders analysis (3.6); Business models analysis (3.7); Requirements (3.8); Expert evaluation (3.9); Ecosystem mapping (3.10); Final report (3.11).

As better illustrated in Fig. 1 below, the activities are not intended to be conducted linearly from 3.1 to 3.11, but through a series of parallel processes that will feed into each other. All are open to the contribution of interested partners.

3.1 Project vocabulary (BUSINESS)

Creation of a basic project vocabulary containing definitions for the terms being used. Based on the literature survey and on group input. Will contain the definitions as per section (1) of this document and will be realized as a Google DOC document to be made editable to anyone interested to contribute within the group.

Output: Vocabulary, Google DOC document, group-accessible

3.2 Literature survey (BUSINESS)

A literature survey is believed to be necessary to map out the current state of the art in respect to the two distinct areas directly affecting the project: multi-sided platforms and their business models, and cross-channel service ecosystems.

The literature survey will allow the group to gain a thorough understanding of the fundamentals and state-of-the art concepts in the respective areas; to assess and create precise definitions of the core concepts; to access the latest, up-to-date approaches, methods and theories; to discover possible additional research topics based on already existing research.

Output: Literature survey (PDF)

3.3 User research (DESIGN)

User research to understand to be performed through external data sources of relevance, input from the project group, stakeholders, and interested third-parties. Data collection will happen via surveys, interviews or workshops, and through opportunistic evaluation of the project informal channels (such as chats and email).

Output: Results of user research (PDF)

3.4 List of business models (BUSINESS)

Creation of a definitive list of eligible business models that will be analyzed, starting from the draft in-group list of interesting or relevant services. The list needs to be validated, and if necessary expanded. A final taxonomy of business models that reflects both the practice and the literature in the field will be created. For the preliminary in-group list of models and services to be considered, see Appendix A - Draft list of business models and example services.

Output: List of eligible multi-sided business models (PDF)

3.5 List of stakeholders and actors (ECOSYSTEM)

The final list of eligible stakeholders and actors. It will include brief descriptions of the different groups and provide a rationale for their participation to the P4A platform, report the distinction between actors and stakeholders and why it is relevant to P4A, and connect their role, presence, and graded relevance to the various business models being considered in (3.4).

Output: List of stakeholders and actors (PDF)

3.6 Stakeholder analysis (ECOSYSTEM)

A model of stakeholders relationships within the P4A ecosystem, between groups and with the platform itself, and a graded assessment of their relevance for the different business models being considered. An initial assumption is that there is a relationship between the various groups, their ranking in terms of relevance, their presence, and the overall business model being adopted.

Output: Stakeholders map (PDF)

3.7 Business models analysis (BUSINESS)

The eligible business models will be described and analyzed.

Output: Business models analysis (PDF)

3.8 List of requirements (DESIGN)

A list of initial, non-exhaustive requirements for the P4A platform will be formalized based on user research and any necessary input from the stakeholders and business analysis.

Output: Requirements (PDF)

3.9 Expert evaluation of selected current services (DESIGN)

An expert evaluation of current platforms on the market, observed and analyzed through the lenses of their being multi-sided marketplaces offering successful user experience to their stakeholders. This will be an expert evaluation conducted through heuristic methodologies, with the final goal of identifying guidelines and best practices, and competitive advantages that might be system-specific (for example, the availability of a service on more than one device / platform), or platform-specific (for example, a specific way to facilitate a task or an interaction when on mobile).

Output: User experience guidelines and best practices outline (PDF)

3.10 Ecosystem mapping (DESIGN)

Creation of a sharable outline of the P4A ecosystem, identifying actors, stakeholders, devices, tasks, and their relationships. Mostly geared towards a user experience understanding of the platform, will comprise any number of suitable deliverables and will be conducted through soft systems methodologies.

Output: multiple deliverables (PDF)

3.11 Final report

Collection of process T101.2 working documents, discussion, final editing, and conclusions.

Output: final report (PDF)

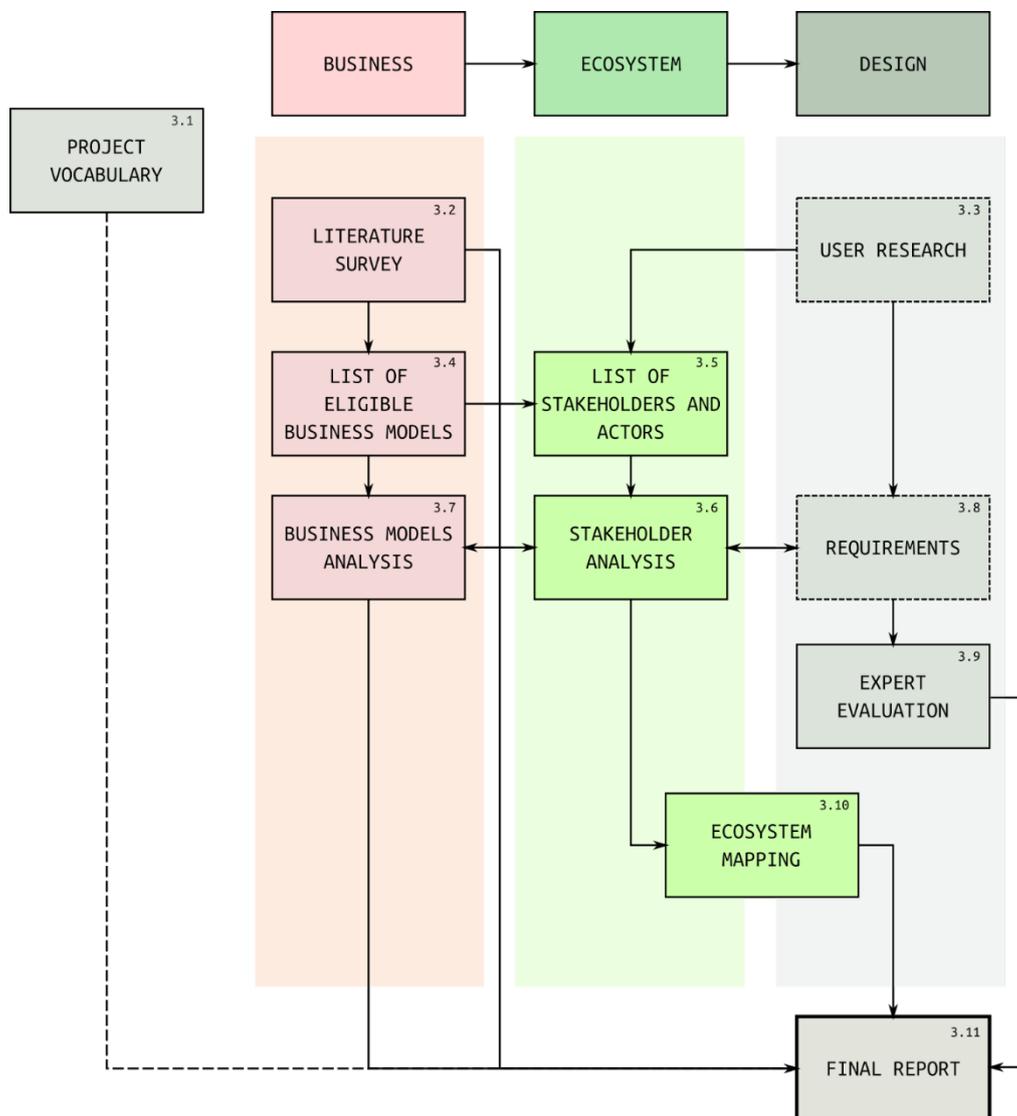


Figure 1. Activities and tasks flow within the Business, Ecosystem, and Design subprocesses in T101.2

4 Internal timeline

While it's assumed that the report will be delivered according to the general project schedule, activities are roughly planned internally as follows. Please note that no formal, finalized deliverables will be shared before October 2014.

Table 1: Timeline of activities in T101.2

May 2014	June 2014	July 2014	August 2014	September 2014	October 2014
(3.1) Vocabulary is available for contribution					
(3.2) Literature survey					
	(3.5) List of stakeholders is ready		(3.6) Stakeholder analysis is ready		
	(3.4) List of business models is ready		(3.7) Business models analysis is ready		
		(3.3) User research results are ready	(3.10) Ecosystem mapping is ready		
		(3.8) List of requirements is ready			
			(3.9) Expert evaluation is ready	(3.11) Report ToC ready for review	(3.11) Final report delivered

5 References

5.1 Multi-sided platforms

Draft reference list. Will be expanded.

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5.2 Multi- and cross-channel service ecosystems

Draft list. Will be expanded.

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5.3 Business models

Draft list. Will be expanded.

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6 Appendix A: List of business models and example services

Draft list of business models and example services to be used during the analysis phase. Will be expanded and edited as necessary.

6.1 Multi-sided

Mozilla Drumbeat (<http://www.drumbeat.org/>); Android (<http://www.android.com/>); ArcBazar (<http://www.arcbazar.com/>).

6.2 Crowd-sourcing

Wikipedia (<http://www.wikipedia.org/>); Amara (<http://www.amara.org/>).

6.3 Crowd-funding

Kickstarter (<http://www.kickstarter.com/>); Indiegogo (<https://www.indiegogo.com/>).

6.4 Microcredit

Grameen Bank (<http://www.grameen-info.org/>); Rise Asset Development (<http://www.riseassetdevelopment.com/>).

6.5 Clout economy

Free software and open source projects (for example, Apache, <http://apache.org/>); Klout (<http://www.klout.com/>); LinkedIn (<http://linkedin.com/>).

6.6 Freemium models

Dropbox (<http://www.dropbox.com/>); Flickr (<http://www.flickr.com/>); SurveyMonkey (<http://surveymonkey.com/>).

6.7 Coproduction

CitiBike NYC (<http://citibikenyc.com/>).

6.8 Gamification

FourSquare (<http://foursquare.com/>); Chore Wars (<http://www.chorewars.com/>).

6.9 On-demand

Lulu (<http://www.lulu.com>).

6.10 2-sided

eBay (<http://www.ebay.com/>).

6.11 In-app sales

Most free-to-play mobile games (for example: NBA 2K14, <https://www.2k.com/games/nba-2k14>; Ultima Forever, <http://www.ultimaforever.com/>).

6.12 Barter

P2P networks; IRTA (<http://www.irta.com>); DoMyTask (<http://domytask.se/>); iTrade Earth (<http://www.itradeearth.com>).

6.13 Prosumerism

Makerbot (<http://makerbot.com/>); Lulu (<http://www.lulu.com/>).

6.14 Other

Spreadshirt (<http://spreadshirt.com/>).

7 Appendix B: List of potential stakeholder groups

Draft list. Will be edited / expanded if necessary.

- owners / maintainers of the platform;
- consumers with disabilities and other consumers with unmet needs (some may be prosumers, sharing their approach with others);
- organizations seeking to comply with accessibility legislation, policies or commitments;
- service organizations serving people with disabilities;
- independent service providers (for example, therapists);
- public or government social services mandated to support people with disabilities;
- policy makers;
- insurance companies charged with addressing the needs of people with disabilities;
- teachers or educators;
- employers of people with disabilities;
- families that include people with disabilities;
- groups that include people with disabilities;
- individuals seeking training in inclusive design;
- producers and developers of digital resources;
- producers and developers of tools and applications;
- contributors of components;
- distributors;
- amateurs/hobbyists;
- volunteers;
- freelance workers;
- assistive technology manufacturers;
- financiers, micro investors, crowd funders, venture capitalists.