

Upskilling Lab 4.0

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**IO3/A1 UPSKILLING TOOLKIT FOR START-UPS AND
SCALE-UPS**



Upskilling

Lab 4.0



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INTRODUCTION

This summary is a short description of the toolkit developed by Upskilling Lab 4.0 for the start-ups and scale-ups, based on the the Business Model Canvas and with the focus on Industry 4.0. Therefore, by reading this review, these starting companies can get the most important information about the toolkit and can consult it whenever they have quick general questions about the content in the toolkit for start-ups and scale-ups. Moreover, this summary is more practical and can be printed.

The main target group of this toolkit are start-ups and scale-ups, while also a toolkit for mid-sized and large companies was developed in the framework of the project. Both toolkits form one major deliverable which provides practical content for direct use and application by both target groups for their innovation and growth within the scope of Industry 4.0 as the main context of the project and all its results. There are already cases where start-ups and scale-ups have cooperated for new innovative products. Some cases were successful, while others were not, but it is still important to create connection between both the established and starting companies, which is why the toolkits for both were developed.

Both toolkits are developed with interactive elements and divided into sections and topics with one main framework supported by exercises, templates, guidance and practical elements so that employees and managers of the companies use them within their organisations and/or in partnership with diverse teams. The toolkits encourage collaboration and teamwork providing also guidance on how to form successful teams and how to apply the tools.

FRAMEWORK AND MAIN SECTIONS OF THE TOOLKIT

As mentioned earlier, the toolkit for start-ups and scale-ups is based on the Business Model Canvas with Industry 4.0 elements, as this is the sector in which the target group is operating. The toolkit presents the four forces, which provide the specific context of Industry 4.0. Besides the forces, providing a global overview of the Business Model Canvas, there are also building blocks within the canvas, on which Business Model Canvas is actually built on. The four forces are: Key Trends, Market Forces, Macro Economic Forces and Industry Forces.



Each section is broken down to its main topics and units structured in a logical sequence with the main purpose for the user to click on each section and unit guided by the main “navigation panel” and navigation arrows throughout the whole toolkit. Below are a couple of examples.



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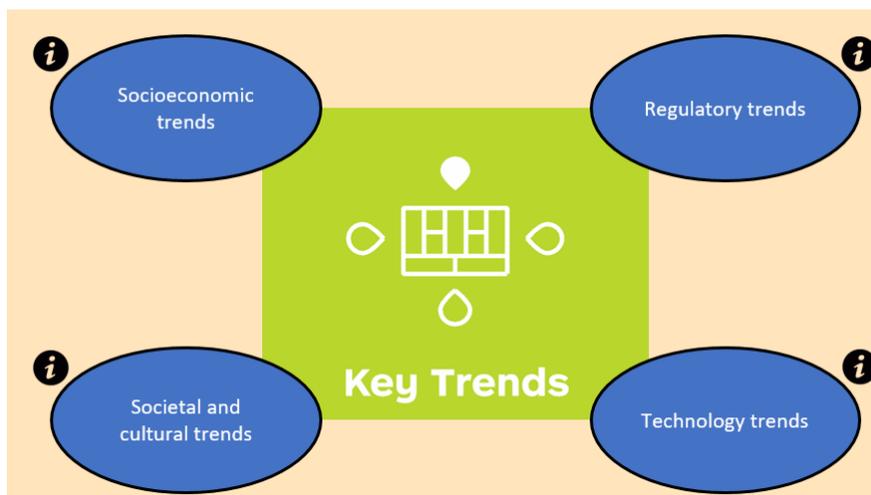
Each unit of the section consists of details, guidance, templates and information to be directly applied whenever and wherever needed.

KEY TRENDS

Key Trends are used to assess whether your Business Model Canvas profits from emerging market trends. Or put otherwise: are there any new technologies that could be a threat to your business model?

The following topics are described in the scope of Industry 4.0:

- ✓ **Socioeconomic trends:** outlines socioeconomic trends relevant to your business model. Some of the subtopics here are: local manufacturing, resource scarcity and population growth. A question that you can ask yourself: how high are disposable incomes?
- ✓ **Societal and cultural trends:** identifies major societal trends that may influence your business model. Some of the subtopics here are: migration & integration issues, mental health issues increase and gender equality. A question that you can ask yourself: which trends might influence buyer behavior?
- ✓ **Regulatory trends:** describes regulations and regulatory trends that influence your business model. Some of the subtopics here are: personal data protection and privacy, cybersecurity and corporate data. A question that you can ask yourself: what rules may affect your business model?
- ✓ **Technology trends:** identifies technology trends that could threaten your business model – or enable it to evolve or improve. Some of the subtopics are Internet of People (IoP), Cloud computing and Additive Manufacturing. A question that you can ask yourself: which emerging technologies are peripheral customers adopting?



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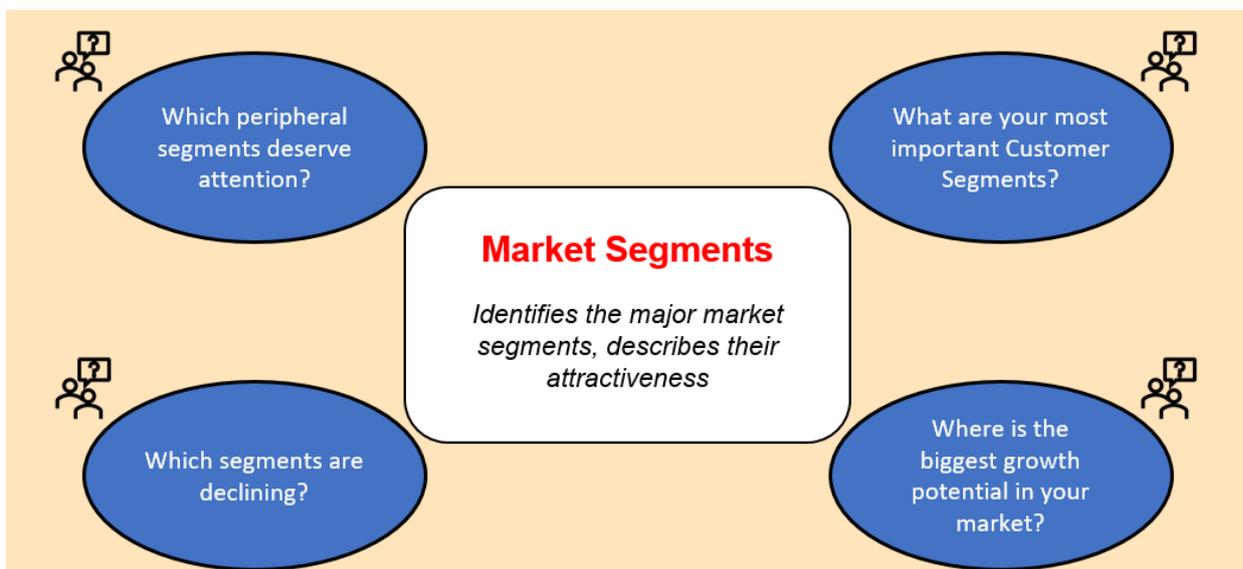


MARKET FORCES

The intention of “Market Forces” is to assess whether your business model is according to the evolving needs of your chosen customer segment. When putting a focus on market forces, your first question should be: can I break down the customer segment further by the use of demographic and psychographic data?

The main topics in the scope of Industry 4.0 here are:

- ✓ **Revenue attractiveness:** identifies elements related to revenue attractiveness and pricing power. The questions you could ask yourself are for example: What are customers really willing to pay for? and Where can the largest margins be achieved?
- ✓ **Switching costs:** describes elements related to customers switching business to competitors. The questions you could ask yourself are for example: How easy is it for customers to find and purchase similar offers? What binds a customers to a company and its offers?
- ✓ **Needs & Demands:** outlines market needs and analyses how well they are served. The questions you could ask yourself are for example: What do your customers need? and Where is demand increasing/declining? There is also a [Customer Journey Canvas](#) available to fill in for own business model, but also the [Value Proposition Canvas](#) and [Empathy Mapping](#) is explained.
- ✓ **Market segments:** identifies the major market segments, describes their attractiveness. The questions you could ask yourself are for example: Where is the biggest growth potential in your market? and Which segments are declining?



- ✓ **Market issues:** identifies key issues driving and transforming market from Customer and Offers perspectives. The questions you could ask yourself are for example: Which shifts are underway? and What are the key factors affecting the customer landscape?

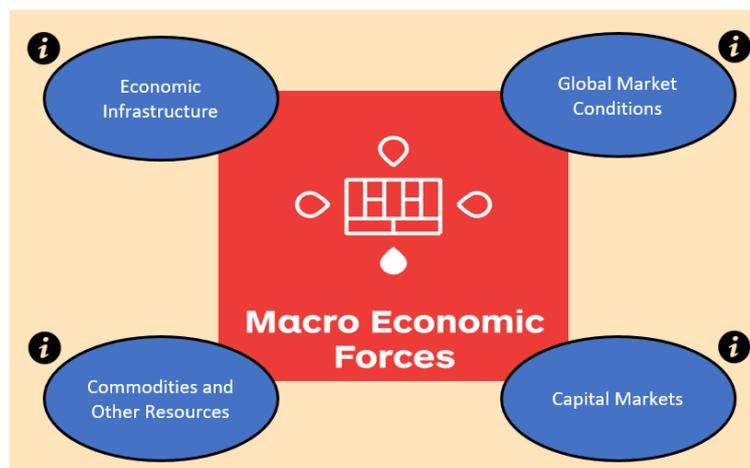


MACRO ECONOMIC FORCES

The Macro Economic Trends are used in order to monitor whether your business model can adjust to macroeconomic changes. Here, keeping up with the current events is essential. The question you could ask yourself is: What in today's news could affect my business model negatively/positively?

The main topics in the scope of Industry 4.0 are here:

- ✓ **Global Market Conditions:** outlines current overall conditions from a macroeconomic perspective. The subtopics here are: GDP Growth Rates, Unemployment Rates and Current Economic Outlook. Here you can find among others the [Real GDP growth rate by Eurostat](#), the [EU unemployment rates with explanations \(Eurostat\)](#) and information on [World Economic Outlook \(IMF – monthly analysis\)](#). The questions you could think about are for example: What is the GDP growth rate? and How high is the unemployment rate?
- ✓ **Capital Markets:** describes current capital market conditions as they relate to your capital needs. The subtopics here are for instance: Venture Capital, Seed Capital and Public Funding. Here you can find among others [EU Funding programmes](#). The questions you could think about are for example: Is seed capital, venture capital public funding, market capital or credit readily available? and What is the state of the capital markets?
- ✓ **Commodities and Other Resources:** highlights current prices and price trends for resources required for your business model. The subtopics here are: Consumer Prices & Inflation, Labor Costs and Commodities. Here you can find among others the [Unit labour costs](#), the [Commodity markets' trends and charts](#) and the [Harmonised index of consumer prices \(HICP\)](#). The questions you could think about are for example: How easy is it to obtain the resources needed to execute your business model (e.g. attract prime talent)? and How costly are they?
- ✓ **Economic infrastructure:** describes the economic infrastructure of the market in which your business operates. The subtopics here are: Personal Taxes, Quality of Life and Corporate Taxes. Here you can find among others the [statistics on the quality of life in EU](#), [VAT information on digital services](#) and information on [EU Personal Taxation](#). The questions you could think about are for example: How would you characterize transportation, trade, school quality, and access to suppliers and customers? and How good are public services for organisations?



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INDUSTRY FORCES

“Industry Forces” will help to determine if your business model will have a competitive edge today and in the future. To understand industrial forces, you need to know who your competitors are.

The main topics in the scope of Industry 4.0 are:

- ✓ **Competitors (Incubents):** identifies incumbent competitors and their relative strengths. Here the information on the [Competition analysis canvas](#) is provided. The questions you could think about are for example: What is their Cost Structure? and What are your competitors’ advantages or disadvantages?
- ✓ **New Entrants (Insurgents):** identifies new insurgent players and determines whether they compete with a business model different from yours. The questions you could think about are for example: What are the new entrants in your market? and What are their competitive advantages or disadvantages?
- ✓ **Substitute Products and Services:** describes potential substitutes for your offers – including those from other markets and industries. The questions you could think about are for example: Which products or services could replace yours? and How much do they cost compared to yours?
- ✓ **Stakeholders:** specifies which actors may influence your organisation and business model. The subtopics here are: Internal Stakeholders and External Stakeholders. Here you can find among others the [Stakeholder Map tool](#).
- ✓ **Suppliers and other Value Chain Actors:** Describes potential substitutes for your offers – including those from other markets and industries. The questions you could think about are for example: Who are the key players in your industry value chain? and To what extent does your business model depend on other players?

CONCLUSION

The *Upskilling Toolkit for startups/scaleups* and the *Upskilling Toolkit for Corporates: mid-sized and large enterprises* aim at supporting the training of the companies' staff dealing with innovation in Industry 4.0 activities. The toolkits’ objective is also to provide those staff members knowledge and competences in relation to collaboration and open innovation. The *Upskilling Toolkit for startups/scaleups* and the *Upskilling Toolkit for Corporates: mid-sized and large enterprises* serve as a **one-stop-source** to provide support to these types of companies to help them increase their level of innovation, growth and development within the context of Industry 4.0 where:

**THE MAIN FOCUS IS:
TEAMWORK AND COLLABORATION FOR INNOVATION IN INDUSTRY 4.0.**
