eHealth Start-up
Guide for business success
A practical introductory manual on business modelling and routes to market
Executive Summary

Developing a company requires some work for the entrepreneur about business planning, and within the eHealth sector, a high innovative field, the exercise could appear complex.

However, some tools and innovative approaches exist to support the entrepreneur or the business development manager in the design and the mapping of his/her activities, customers, channels, etc. The Business model canvas is one of these tools that gives you a 360º vision, a comprehensive approach to define, set up and expand your business.

More in eHealth sector than others, designing the model of a company is an iterative process, and innovation doesn’t only concern the technology side, but as well the other function of the company (marketing, commercial, communication, finance, etc.). The Lean Start-up methodology, promoted by Eric Ries*, helps you to create the minimum viable product, in order to don’t loose time in full developments and be able to quickly test with potential customers and users and adapt or pivot your business model.

As eHealth is evolving fast, the Continuous improvement methods will engage a dynamic approach about the design of your solution and of your business.

Finally, eHealth implies some specifics, for instance because your customers could be different from the users of your solution, or because of the presence of public sector decision-makers requiring specific commercial relationship and processes.

This short document will give an overview of these concepts and provide you tools and resources, as a practical guide for your business design.

Background and introduction

Why have we created this document?

There are many methods and approaches to supporting Start-up businesses each with a powerful message aiming to support SMEs achieve their goals. The issue for eHealth Start-up business is that success becomes more challenging because of the context they are working in. There is a wide range of customers, including providers, commissioners and stakeholders who each need to be considered. Policy direction, regulation and standards can influence the market, and as such gaining access to that market can prove almost impossible without the application of the right considerations and processes.

There are some key methods and approaches which can support you and this document will introduce you to three approaches, which each provide helpful resources eHealth start-ups will benefit from, but will seek to encourage you to blend these approaches create your own toolkit and process to apply your creativity too.

Who is the document for?

This document is aimed at eHealth start-ups hoping to enter the health and social care market with their product or service. This document aims to provide eHealth start-ups with a “foundation” for the future providing you with the skills and processes that kick-start your eHealth businesses. With this knowledge you will be able to rapidly improve your products and gain more market share and success!

How to use the document and content

This document will review three approaches, which individually are able to support business success, but which when properly understood and applied together effectively, will provide a far more comprehensive approach to entry and success into the eHealth market.

Each of the approaches will be discussed individually to offer an outline structure and a fundamental level of understanding, along with links to tools, literature and case studies for further detail and references to help you consider and apply these methods to help achieve best success to your eHealth start-up.
Digital in Health & Care

Without a doubt the pace at which new technology is impacting our everyday lives is increasing at lightning speeds. In 2014 it was documented that 29% of all people said that their phone was the first and last thing they looked at everyday which is a telling sign of how connected we are all becoming to technology.

According to the European Commission figures, the costs of health and social care will rise substantially to about 9% of EU GDP in 2050. To ensure the control of healthcare costs whilst maintaining high quality care, eHealth has seen an increasingly important role to play in transforming the European and cross-border healthcare landscape. As people become increasingly connected, new opportunities are arising to tackle economic and social challenges faced by healthcare services across Europe. Where new technologies have the potential to empower patients to take an active role in their own healthcare and to help professionals with better monitoring tools and information.

Digital eHealth products are able help to support the challenging economics and can increase levels of self-care and accelerate transformation towards practice and services that monitor, inform, enable and support on-going management of conditions and vulnerability. The deployment of digital can also add capacity to service.

This means there is a huge market opportunity for Businesses who have a product to support this agenda. This document will support start ups in the eHealth get their product to market.

There are a wide range of activities in this sector. Products & services could be designed including one or several of the categories as infrastructure or Data Exchange, Data Analytics, Devices, etc...
Overview of the 3 approaches

This Guide will provide you some insights about 3 different approaches with their associated tools:

**Business Model Innovation**
A plan for the successful operation of a business, identifying sources of revenue, the intended customer base, products, and details of financing. Is where two or more elements of a business model are modified to deliver better value in a new way.

**Lean Start up**
Is a process for turning ideas into commercial ventures. Its premise is that start-ups begin with a series of untested hypotheses. They succeed by getting out of the building, testing those hypotheses and learning by iterating and refining minimal viable products in front of potential customers.

**Continuous Improvement**
Constantly seeking and gaining feedback from customers to adjust business processes in order to deliver better value.

Each of these approaches will be discussed in turn then move to think about how eHealth Start-ups can benefit from a blended approach using all three together.

**ACTION.** As you move through each method, make notes about how you could use each approach and which tools would work well for your eHealth start-up.

**Business model: definition**
Definitions. Numbers of definitions exist for business model but in a simple way:
- A business model describes the rationale on how an organisation creates, delivers and captures value;
- A plan for the successful operation of a business, identifying sources of revenue, the intended customer base, products, and details of financing;
- The plan implemented by a company to generate revenue and make a profit from operations. The model includes the components and functions of the business, as well as the revenues it generates and the expenses it incurs.

Business model Innovation. Innovative sectors as eHealth don’t only require creativity regarding the technology and the products, but as well about business modelling. eHealth Innovation is a complex sector with a multi-stakeholders environment, and the design of the company’s model is a critical aspect of its success. Entrepreneurs should analyse carefully their business and define a multi-parameters model, in order to reach correctly the market.

**ACTION.** A Business model describes numbers of components of the company and its environment. We propose you to use some tools, like the Business Model Canvas.
Business model Canvas

Why using the Business model Canvas?
A Business model is a complex concept referring to the complete design of the activities of a company, take in account the “global picture”, and defining all the parameters and characteristics of the company and its relations with its environment. The Business model Canvas is a tool gathering all components of the strategy and the operations, and helping the manager/CEO to plan his/her business.

Download Canvas:
https://drive.google.com/previewtemplate?id=102mOZQmMx50CslnNsPZ5KCNQwAlh9rh4baYgT0VWNAA&urlp=https://www.google.es/&pli=1&ddrp=1#

Business model canvas components

- **Key partners**: define your own ecosystem of innovation & business; who are your partners? Your suppliers? What are the key elements they produce that you need? What are their/your motivation in the partnership (money, visibility, access to other stakeholders, optimization, risk-sharing...)?

- **Key activities**: define the activities your company will develop in order to be able to present products/services and associated added-value to your customers? (production, integration, R&D...)

- **Key resources**: define the requested resources needed in order to develop your business. It could be financial, human, physical resources & materials, knowledge (IP, patents, know-how)... These resources could distinguish you from competitors.

- **Value Propositions**: define the value you propose to your customers, which customer’s problem(s) do you propose to solve? Which customers needs do you satisfy? Each customer segment could have different problems and then your value proposition should be adapted to each category. A specific marketing and specific messages should be designed around each value proposition. Warning: in health sector, the value proposition could be related to the customer or to the end-user of the solution, which could be distinct (customers of your customer).

- **Customer relationships**: define the type of relationship you have (or must have) with each customer segment. Apart of a simple contract, it could implies additional services (assistence), it could require specific complements from your part. In Health sector, outcomes-based business model are emerging (see below) and it modifies deeply the relation between provider and customer, as it pushes to act as “associates” sharing the risk related to the implementation of the solution (see more below).
Business model Canvas

- **Channels**: define the best way(s) to reach your customer segments; how do you manage the communication/marketing? The distribution of your solution(s)? What are the channels most performing?

- **Customer segments**: define the categories of customers you’re targeting, with characteristics and specificities; for whom is the eHealth service creating value? (See example next slide)

- **Cost structure**: define the costs implied by your business model; what are the costs of your activities, partners or suppliers, your own resources? The distribution channels you will use? The marketing strategy?

- **Revenue streams**: define the value your customers are really willing to pay. Each customer segment generate potentially different revenues and participate at different level to the global business (prioritisation of customers). Define as well the way how your customers pay you.

Example of how to fill the canvas: some customer segments

<table>
<thead>
<tr>
<th>Customers</th>
<th>Examples of value propositions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients/Citizens</td>
<td>- Improve the quality of life of the patients or/and informal caregivers (family)</td>
</tr>
<tr>
<td></td>
<td>- Improve quality of care</td>
</tr>
<tr>
<td></td>
<td>- Improve health status</td>
</tr>
<tr>
<td></td>
<td>- Improve knowledge about disease (health education)</td>
</tr>
<tr>
<td></td>
<td>- Improve independent living</td>
</tr>
<tr>
<td>Health &amp; Social care</td>
<td>- Improve conditions of work of professionals</td>
</tr>
<tr>
<td>providers</td>
<td>- Optimise the workflows</td>
</tr>
<tr>
<td></td>
<td>- Reduce costs</td>
</tr>
<tr>
<td></td>
<td>- Improve quality of care and patients satisfaction</td>
</tr>
<tr>
<td>Public authorities &amp;</td>
<td>- Improve quality of care</td>
</tr>
<tr>
<td>public insurances</td>
<td>- Improve health status of the population / resolve public health issues</td>
</tr>
<tr>
<td></td>
<td>- Improve citizen satisfaction</td>
</tr>
<tr>
<td></td>
<td>- Reduce costs</td>
</tr>
<tr>
<td>Private Insurances</td>
<td>- Improve quality of care, of services</td>
</tr>
<tr>
<td></td>
<td>- Improve customer satisfaction</td>
</tr>
<tr>
<td></td>
<td>- Reduce costs</td>
</tr>
<tr>
<td></td>
<td>- Optimise the workflows</td>
</tr>
<tr>
<td></td>
<td>- Innovative marketing, differentiation with competitors</td>
</tr>
<tr>
<td>Companies</td>
<td>- Improve productivity of employees thanks to better health status</td>
</tr>
<tr>
<td></td>
<td>- Reduce care costs of employees (when the company takes it in charge)</td>
</tr>
<tr>
<td></td>
<td>- Innovative marketing / social responsibility, attract employee profiles</td>
</tr>
</tbody>
</table>

**ACTION.** Design your own template with your product, your customers and the associated value propositions (see completed example of Business canvas on next slide).
The Business Model Canvas

A global mobile health app platform which offers an app certification programme and connects healthcare payers and providers to app developers and tech companies. The end goal is to drive business-based co-creation and application of mobile health solutions to improve population health.

**Key Partners**
- Apple – medical app library evaluation
- Regulators – FDA, BMA (device registration)
- Universities – content review
- Third party tech company – technical review
- Experts in the field of mHealth

**Key Activities**
- Evaluation & certification of apps
- Re-review and publishing of health app studies in eJournals
- Mobile app development hub
- Dow load of apps via secure enterprise mobile app store

**Value Propositions**
- A global mobile health app certification programme
- Open access platform for health app trials of clinicaltrials.gov
- Open access e-journal focusing on publishing health app trials/tudies (peer review)
- Cloud-based web platform
- Secure mobile app store
- Email marketing

**Customer Relationships**
- Co-creation
- Communities
- e-commerce
- Quality assurance
- Curation
- Publishing via e-journal
- Online trial database

**Customer Segments**
- National health boards
- Social health insurance
- Private health insurance
- Providers
- Hospitals
- GPs

**Channels**
- Through which channels do our Customer Segments want to be reached?
- How are we engaging them now?
- How are our channels aligned with?
- Which ones work well?
- Which ones are most cost-effective?
- How are we integrating them with customer outcomes?

**Key Resources**
- Technical expertise
- Medical clinical and scientific expertise
- Intellectual property for certification
- Web-based platform

**Cost Structure**
- Technical review
- Consultancy fees for mHealth experts
- Web development and design

**Revenue Streams**
- Fee charged for publishing in open access e-journal
- Fee charged for enterprise app store for easy and secure download of certified apps
- Fee charged for dow load of certified apps on other platforms e.g. Apple iTunes
- Fee charged for app certification

www.businessmodelgeneration.com

Designed by: @science-based mHealth

22 June 2013

Innovation 1
Lean Start-up

What is Lean Start-up?
Lean Start-up is a process for turning ideas into commercial ventures. Its premise is that start-ups begin with a series of untested hypotheses. Success is achieved by getting out of the building, testing those hypotheses and learning by iterating and refining minimal viable products in front of potential customers.

Lean Start-up approach
The approach of Lean Start-up includes building a hypothesis based on your product, measuring assumptions and gaining data, learning from the new information and turning this into ideas which feed back into the build of the product.

Why is it important?
Because of the high level of uncertainty, eHealth start-ups need to make the best possible guesses or assumptions as to what kind of product and market to target, to minimise the production of waste. Lean Start-up should think of these guesses as hypotheses; ideas about the outside world based on a set of assumptions that have been made. You need to ensure that all assumptions created are testable, that you have customers to test the product with and you understand which assumptions will be tested first.

**ACTION.** Write down the Hypothesis (assumptions) you have about your product or service and the market. Consider how testable they are. Order them from highest risk to lowest risk. Think how and where you can start to test your hypotheses.
Key Concepts

Validation of hypothesis approach

What is it? Validating your hypothesis about your product or service is critical when starting a company. By testing a simple hypotheses countless of hours and resources can be saved.

How do you use it?

- Find out what the problem is from the customers point of view. Interview customers face-to-face to understand the “job” customers are trying to do, their current challenges, and how they solve it at present. Pivot when you discover you are wrong. You can use the problem interview script to support these conversations. [http://ashmaurya.com/wp-content/uploads/2011/08/problem-interview-script.png](http://ashmaurya.com/wp-content/uploads/2011/08/problem-interview-script.png)
- Find a Solution. Develop a minimum viable product prototype (discussed more below) and get outside the building face-to-face with customers to test your vision of the solution. Change or pivot when you discover you are wrong. Repeat these tests until you find the best solution.
- Go-to-Market Strategy Ensure you understand the end-to-end customer buying process, the market communication infrastructure, the distribution infrastructure. Identify the leverage points.
- Pivot. Throughout the process learn to change course whenever you discover you are wrong.

Minimal Viable Product

What is this? Once you have figured out the problem that needs to be solved you then need to develop a minimum viable product (MVP) to begin the process of learning as quickly as possible. Once the MVP is established, a start-up can work with customers to measure and learn to create improvements.

Why use it? When start-ups fail to reach broad uptake from customers, it is often because they never spoke with them to understand if the product was of value to them. However, by using the MVP tool, you can test your product and feed any learning into improvements.

Pivoting

If your research with customers suggests that your current idea isn’t going to work, it might be time to “pivot” your start-up. Pivoting means changing your business strategy to align with a new hypothesis of how to succeed in a structured way to test a new hypothesis about the product.

Example Groupon; when the company first started, it was an online activism platform, after no success the founders opened a blog and launched their first coupon promotion. Although they only received 20 redemptions, they realized that their idea had successfully empowered people to
Key Concepts

coordinate group action. Three years later, Groupon would grow into a billion dollar business.

Market Fit

A difficult decisions for a startup is understanding when your product is good enough to drive sustainable, scalable customer growth. Trying to scale too early can easily kill your startup. Using a survey asking the key question How would you feel if you could no longer use [product]? with your customers gives you an objective measure. The If you find that over 40% say that they would be “very disappointed” without your product, there is a great chance you can build sustainable, scalable customer acquisition growth on this “must have” product. More details on distributing the survey are here. http://www.startup-marketing.com/using-survey-io/

Testing and Metrics

An important part of the lean Start-up methodology is the “Measure” step of the Build-Measure-Learn cycle. In terms of product testing, the best approach suggests a “Split” or “A/B” testing. This involves making multiple testable versions of a product so that any changes can be compared to a baseline. When thinking about your metrics focus on measures which are actionable, accessible and auditable.
Continuous improvement

What is it?
Continuous Improvement, is an approach which allows you to constantly introduce small incremental changes in a business in order to improve quality and/or efficiency.

Why is it important?
eHealth Start-ups are faced with a number of challenges. In the current economic climate there is increasing pressure for SMEs to be more efficient and improve their product/service offerings to survive. SMEs have to be agile enough to cater to multiple customer demands, and this requires constant improvement to its operations.

Using continuous improvement in your Start up you can achieve
• Less waste, more satisfied customers and people
• Improved commitment and retention of staff
• Improved competitiveness and Improved problem solving
The case for using all three approaches

Lean Start-up
Lean Start-up is a helpful approach, but some challenges with this concept remain, by itself it does not address how you retain market fit or deliver stable, scalable software to the customer.

Business Model Innovation
Business Model Innovation is crucial for any business to survive but without Lean Start-up and continuous improvement to validate assumptions the business model, it can be nothing more than an interesting thought exercise.

Continuous improvement
Continuous improvement helps SMEs to increase speed to customers. Although without understanding what the customer values, on its own Continuous Delivery will simply give businesses a way to deliver waste faster.

Lean Start-up + Business Model Innovation
By looking at these two approaches you can design business models and validate them BUT without Continuous improvement the chances of scaling it are minimised.

Lean Start-up + Continuous Delivery
Here you can quickly learn about what is/ not valid as a product and can do it in a well designed, scalable manner. BUT without the Business Model you may struggle to take advantage of the revenue generating opportunities.

Business Model Innovation + Continuous Delivery
By using these two approaches you will have connected your Business Model with your customer BUT without validating assumptions.
By using all three approaches...

Using all three approaches helps eHealth start-ups to develop and grow in the challenging environment of health and care.

By using a multiple approach, eHealth start-ups are able create clear business models, rapidly validate/invalidate often risky assumptions and deliver value to their customers in a quick and scalable manner.
Why eHealth is different?

The eHealth contexts. eHealth sector is specific and the Business model canvas could be built define the position of your solution into several “contexts” specific to each market and customer segments:

- **Human and organisational context:** which actors (professionals, citizens/patients) will use your solution? What are their tasks their objectives? How do they work/live? How are they organised? What is changing with your solution? How will they adapt? Which change management strategy? Which training sessions? Which incentives?

- **Decision-maker context:** which public policies/healthcare providers/insurances strategies your solution is related with? Which priorities do the public authorities/healthcare providers/insurances set up? Are they opportunities/threats?

- **Regulation & Legal context:** which are the laws, directives, regulations related with your solution? which standards or norms? Does your solution comply with the requirements? Are they barriers or opportunities for market differentiation? What is the process to reach the market (market access regulation)?

Each EU country has specific requirements regarding eHealth or market access regulation of health products/services.


- **Solution provider(s) context:** who is/are the current providers? With who do you need to partner with (products, services, technologies)? What is your position regarding your competitors?

This could require to build partnerships, and build sub-ecosystems joining different skills and activities to develop an integrated solution, a comprehensive solution.

- **Economic context:** what is the funding scheme in each specific segment? How are the healthcare solutions are traditionally bought? If your solution act as a substitute, what is the current cost structure / budget of your customers? Are there opportunities to disrupt the funding model/system?
Why eHealth is different?

As an eHealth start-up, you need to think about who you’re selling your product to:

**Business2Business (B2B)**
- Your company sells its products/services to another organisation (public authority, hospital, insurance, other company...) in order to support its own activities.
- The product/service provided should bring value to the target organisation(s) within its (their) own business model.

*Example: a company provides to an hospital an remote monitoring system for chronic diseases patients at home*

- Your company sells its products/services to another organisation (public authority, hospital, insurance, other company...), which is in contact with individual customers (mass market).
- The product/service should bring value to the final customer/user (customer of your customer) and be integrated into your target organisation’s business model.

*Example: a company provides to an insurance company a web portal to give advises on nutrition, physical activities and wellness to the insurance’s clients*

**Business2Customer (B2C)**
- Your company sells its products/services directly to final customer/user.
- The value proposition should focus on the user needs.

*Example: a company provides to consumers a smart watch and a mobile apps to monitor parameters as number of steps and sleep activity*

In Europe, there are a number of payment models, you will need to consider which applies to your product:

**CONTINUUM OF HEALTHCARE PAYMENT METHODS**

<table>
<thead>
<tr>
<th>Fee for Service (FFS)</th>
<th>Per Diem</th>
<th>Episode of Care Payment (ECP)</th>
<th>Multi-Provider Bundled Episode of Care Payment</th>
<th>Condition-Specific Capitation</th>
<th>Full Capitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk: Patient Overtreatment</td>
<td>Risk: Patient Undertreatment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Why eHealth is different?

Moreover, you could engage different kind of relationship and agreements with your customer. Here below some specific agreements & purchase processes:

Public sector

- **Pre-Commercial Procurement (PCP):** generally several procurers associated decide to share the risk of designing, prototyping and testing with providers. The PCP is the procurement of research and development of new innovative solutions before they are commercially available - [http://ec.europa.eu/digital-agenda/en/pre-commercial-procurement](http://ec.europa.eu/digital-agenda/en/pre-commercial-procurement)

- **Public procurement of innovation (PPI) occurs** when public authorities act as a launch customer for innovative goods or services. These are typically not yet available on a large-scale commercial basis and may include conformance testing - [https://www.innovation-procurement.org/fileadmin/editor-content/Guides/PPI-Platform_Guide_new-final_download.pdf](https://www.innovation-procurement.org/fileadmin/editor-content/Guides/PPI-Platform_Guide_new-final_download.pdf)


Outcome-based business models (risk-sharing)

- **Definition:** risk-sharing contracts mean that the customer and the provider are co-investing to implement the solution, agreed on a starting situation and objectives, and will share the risk of a benefit or a loss, associated with the implementation of the solution.

- **Alliance contracts:** Collaborative approach with all organisations (commissioners and providers) sharing contractual responsibility and risk, therefore promotes joint ownership of outcomes

- **Social Impact Bonds (SIBs):** 3 types of actors are involved: a public authority, a service provider and an impact investor. The SIB is a contract with the public sector or governing authority, whereby it pays for better social outcomes in certain areas and passes on part of the savings achieved to investors. A social impact bond (SIB) is not a bond, per se, since repayment and return on investment are contingent upon the achievement of desired social outcomes; if the objectives are not achieved, investors receive neither a return nor repayment of principal
Why eHealth is different?

Below is a table summarising the different kinds of business models related to the agreement and the type of customer you have.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Public sector</td>
<td>Private sector</td>
<td>The final customer (citizen/patient) pays partially or totally the cost / the intermediary (e.g. insurance, bank…) proposes the product/service to its customers (with or without financial support)</td>
</tr>
<tr>
<td><strong>Fee for product/service</strong></td>
<td>Reimbursement administrative process <em>(Inscription on reimbursable product/services list)</em></td>
<td>Negotiation on pricing</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Outcomes-based model (Risk-sharing)</strong></td>
<td>Different models:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Fee + % of ROI</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- % of ROI only</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Deal with 3rd actor: impact investment model (SIB)</td>
<td></td>
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<tr>
<td></td>
<td><em>(Comment: request evaluation capacities to assess the starting situation and ROI after intervention)</em></td>
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</tbody>
</table>

**ACTION.** Watch the video and see how this eHealth start-up used the 3 approaches to improve their product and their business design. [https://www.youtube.com/watch?v=rS6fHW9pRek](https://www.youtube.com/watch?v=rS6fHW9pRek) - Owlet's business modelling competition video
Resources

BUSINESS MODEL INNOVATION

Business model canvas explained (video) -
https://www.youtube.com/watch?v=QoAOzMTLP5s

Business Models for eHealth Report (including 5 case studies) VALERI, GIESEN, JANSEN (Feb 2010) Prepared for ICT for Health Unit DG Information Society and Media European Commission 28 February 2010; Case studies

Examples of Business model canvas
mHealth solution:
https://novoed.com/mhealth/reports/52109

LinkedIn, Facebook, Google, VISA, Twitter:
http://bmimatters.com/tag/business-model-canvas-examples/

Several examples with healthcare provider:
http://www.slideshare.net/kawalnainsingharora/business-model-canvas-43559948

LEAN START UP

Lean start up principles and resources
http://theleanstartup.com/principles

Validation of hypothesis approach
https://www.leanstartupmachine.com/validationboard

Market fit http://www.slideshare.net/ashmaurya/10-steps-to-productmarket-fit-26608647

Minimal Viable Product including business model canvass tools, Customer interview templates and customer/ product validation tools
http://leanstartup.pbworks.com/w/page/64050292/Tools%20and%20Resources

Pivoting

CONTINUOUS IMPROVEMENT

Continuous improvement tools

Stakeholder analysis http://stakeholdermap.com/stakeholder-analysis.html

Practical InnoSupport guide
http://www.innosupport.net/index.php?id=2244

About the project

The GET project delivers four high-impact services to eHealth SMEs and entrepreneurs in order to boost their growth and move them to the next level of competitiveness. Each life-transforming service has been designed to provide cross-border value to a different target group of companies. It will do by offering training, mentoring, market intelligence, support and, above all, quality contacts.

These services are:

- **Get on track** Targets early-stage companies, start-ups and entrepreneurs. It supports them to optimize their business model and commercialization strategy.
- **Get funded** Designed for SMEs looking for a second round of funding. It provides training, resources and networking opportunities with investors at European level.
- **Get global** Helps mature SMEs to access international markets by putting them in contact with foreign commercialization partners and potential customers.
- **Get inspired** Identifies and disseminates unmet needs in eHealth that can become business opportunities for entrepreneurs and SMEs.

If you want to know what GET can do for you, suggest resources or insight

Contact us!

project@get-ehealth.eu
www.get-ehealth.eu
Follow us on twitter!
@GET_eHealth

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