Place your bets.
Serious Games are not made yet!

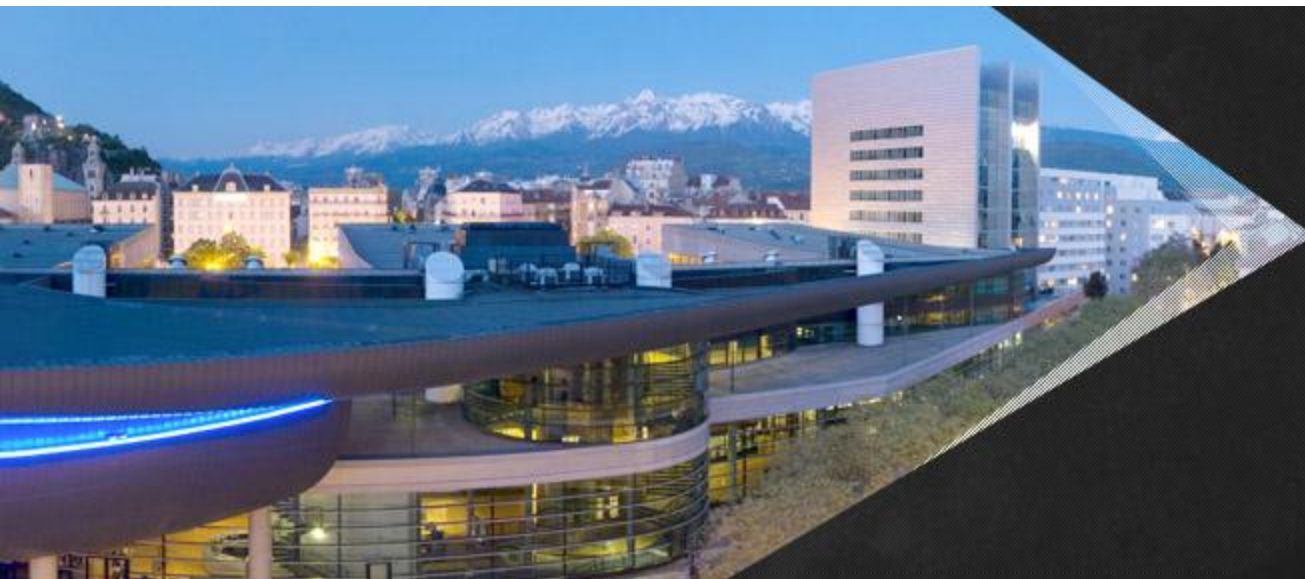## Why and how to develop an innovation process to explore new business models for Serious Games

Hélène MICHEL

(helene.michel@grenoble-em.com)

- Professor in Innovation Management
- Serious Games & Business Development
- Grenoble Ecole de Management

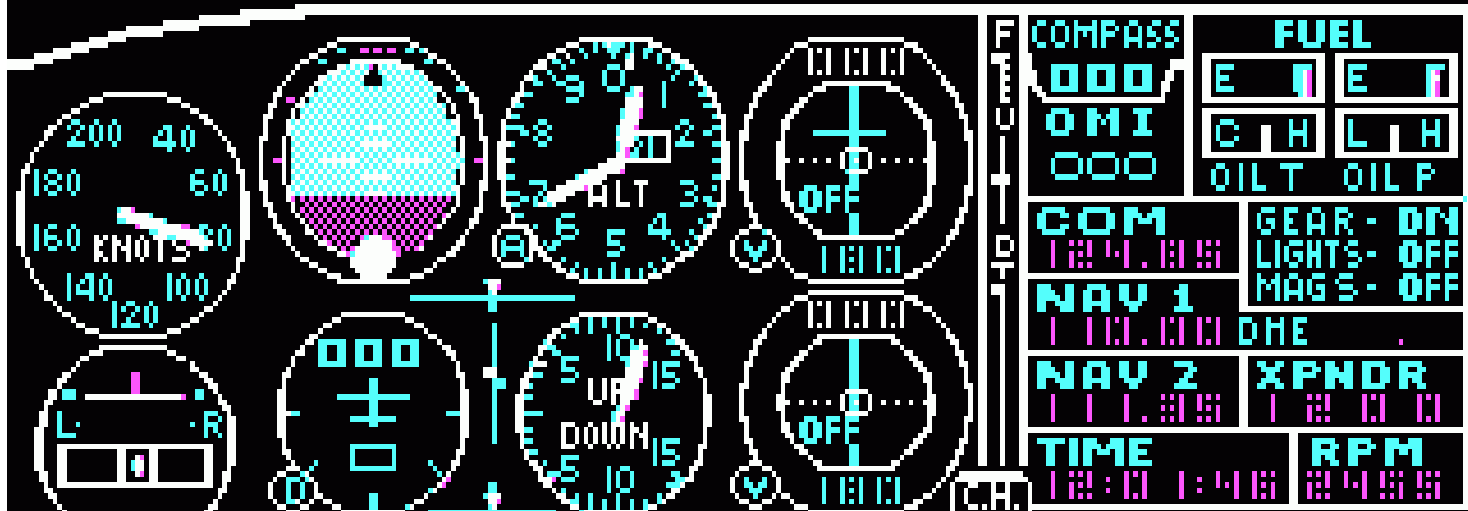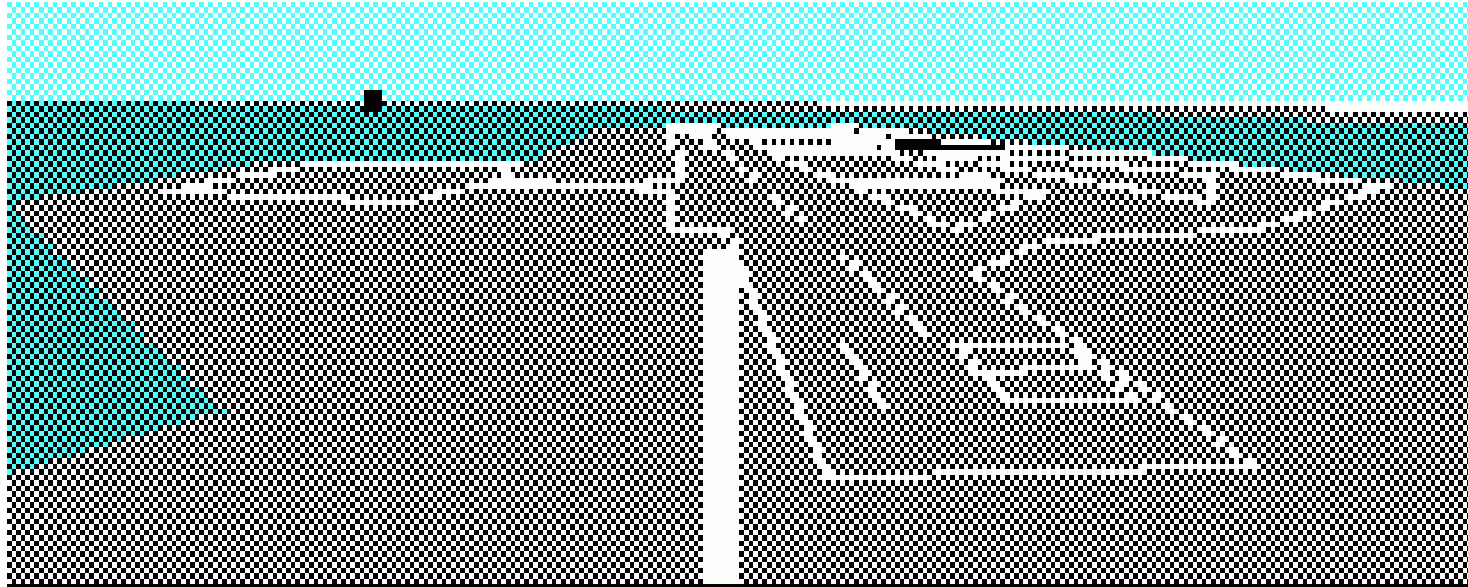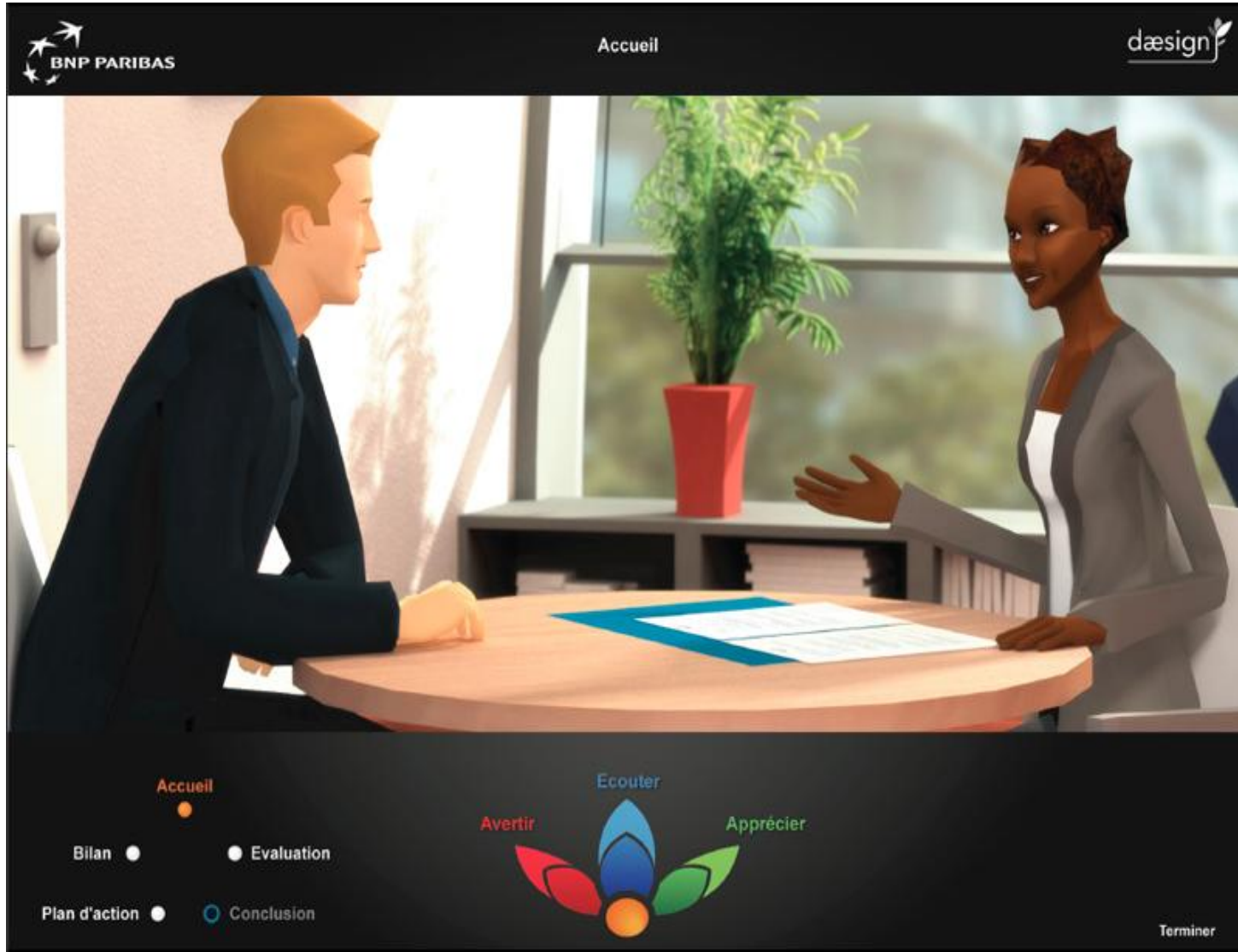*Until now, the development of serious games allows us to…*

Be responsible

Understand complexity

Be involved

Train
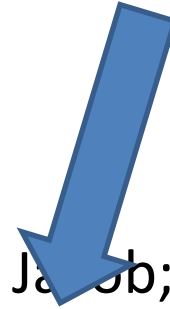
What is next ?

Graduating ?

Being recruited ?

Contributing to scientific research ?

Eiben, Christopher; Siegel, Justin; Bale, Jacob; Cooper, Seth; Khatib, Firas; Shen, Betty; **Players, Foldit**; Stoddard, Barry; Popovic, Zoran; Baker, David (2012). "Increased Diels-Alderase activity through backbone remodeling guided by Foldit players". *Nature Biotechnology* 30 (2): 190–192. doi:10.1038/nbt.2109. PMID 22267011. Retrieved February 22, 2012.
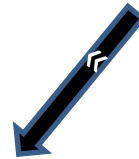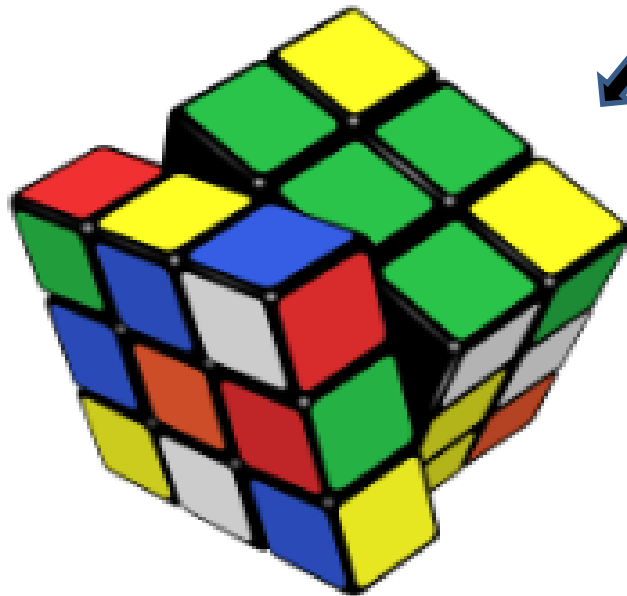
Let's define new business models

A business model is…

…a method by which an organization
articulates its resources
and organizes its partnerships
to offer to its customers a distinctive value

(…and earn money doing so)

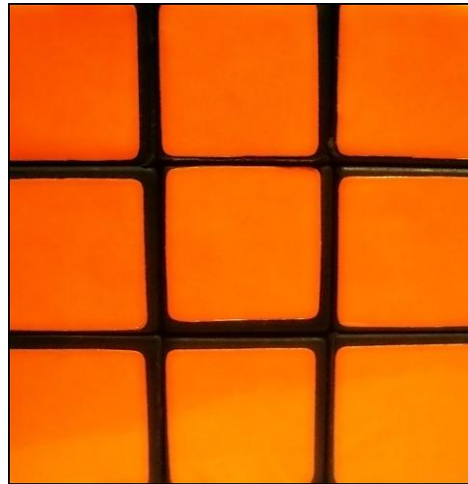# Let's gamify the process

Your
« *BusinessModelificator* »

Some common errors
(and their corresponding success factors)
in Business Innovation

Error n°1

Focusing on technology (only)

Example n° 1
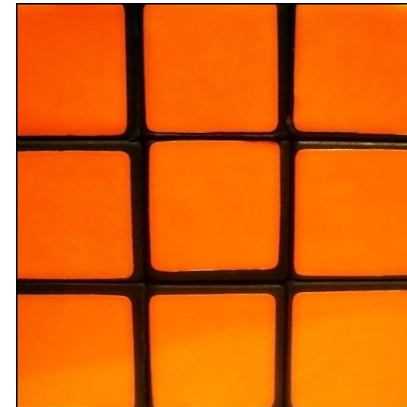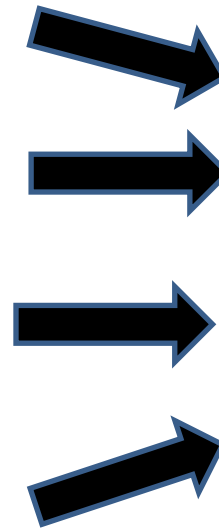
© 2008 Geoffroy DELABRE www.remontees-mecaniques.net
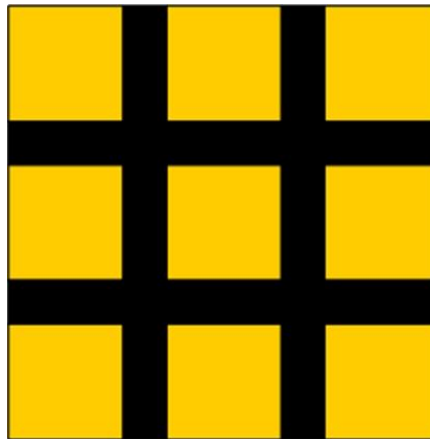
Succes Factor n°1

Think solution

- Communication
- Training
- Assessment
- Recruitment
- Innovation
- Scientific research
- Etc.

Error n°2

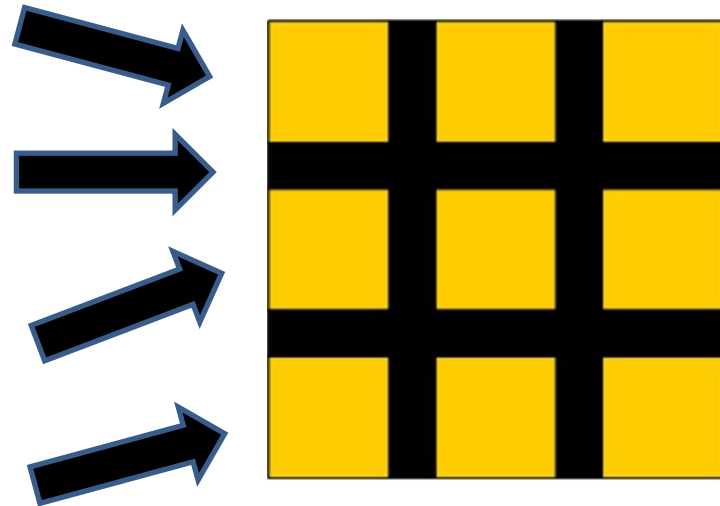## Forgetting the customer's needs

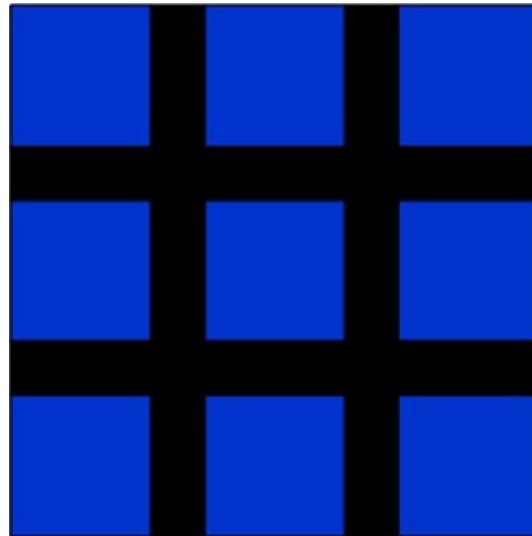# Example n°2

Succes Factor n°2

Innovate for someone

- Niche market
- Mass market
- Segmented
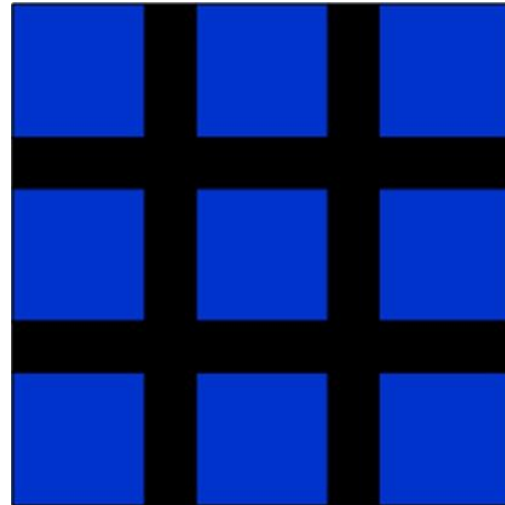- Multi-sided platform
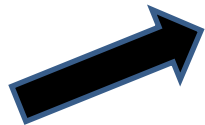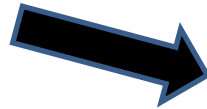- Etc.

Error n°3
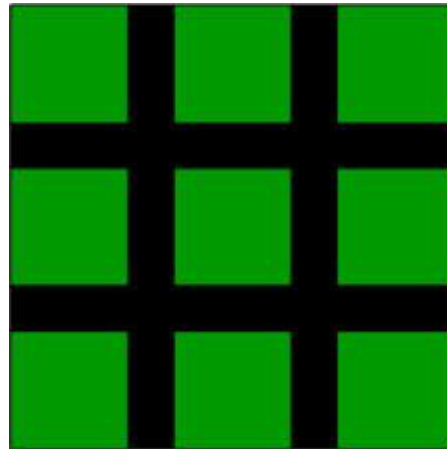
Trying to be original (only)

Example n°3

Succes Factor n° 3

Create a Value Proposition

- Newness
- Performance
- Customization
- Price
- Image
- Cost reduction
- Risk reduction
- Convenience
- Etc.

Error n°4

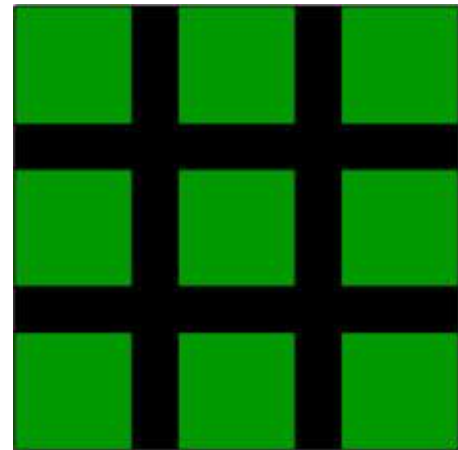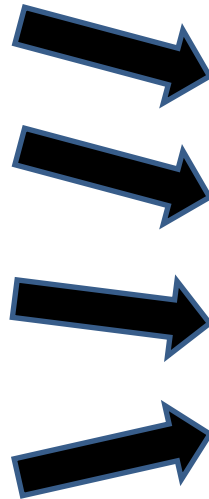# Reducing the role of your customer
(Customer= Buyer only)

Example n°4

Succes Factor n°4

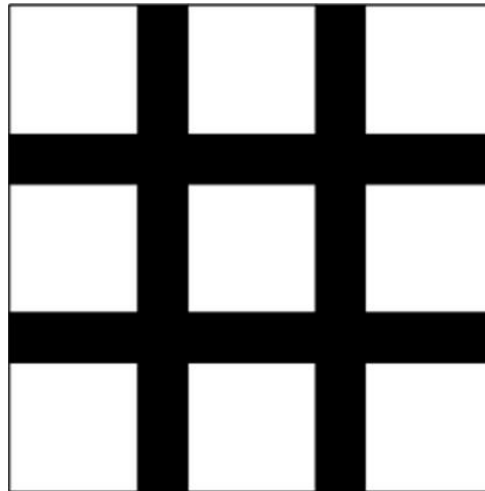## Suggest new roles to your customer

- Personal assistance
- Self service
- Automated service
- Communities
- Co-creation

Error n°5

Reducing your relationship with the customer at the sale stage

Example n°5

Succes Factor n°5

Developping a relationship on different stages

- Awareness
- Decision
- Purchase
- Use
- After sale
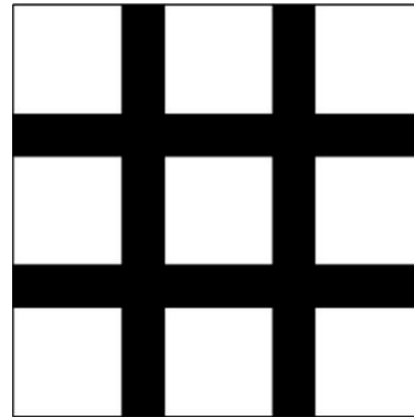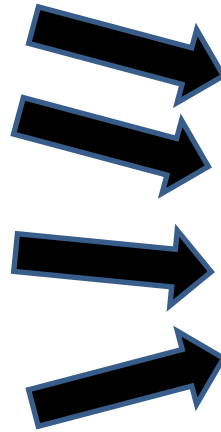
Error n°6

Focusing on one business model (only)

Example n°6

Succes Factor n°6

Develop a portfolio of revenue streams

- Sale
- Usage fee
- Crowdfunding
- Renting
- Licensing
- Brokerage
- Advertising
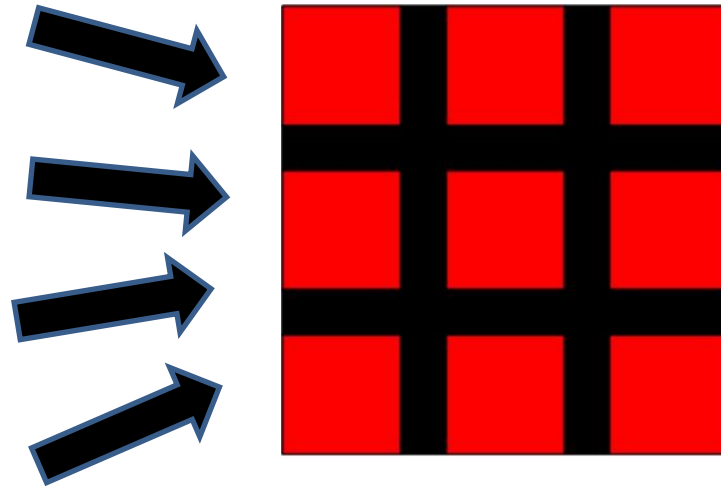
Step 2:
Open the creativity process

1. Mix

2. Produce ideas

3. Evaluate them

Examples of innovative business models in Serious Games
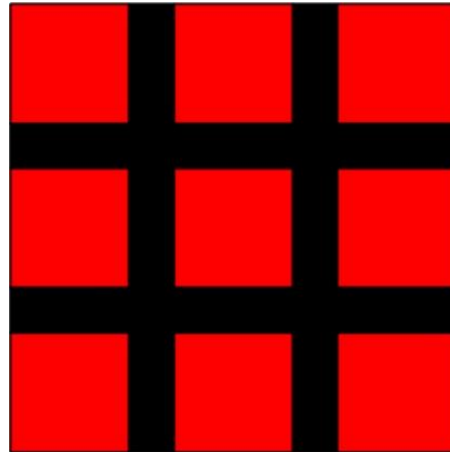
Mix n°1

- Solution = Knowledge Management
- Segmentation = Niche market
- Values = Customization
- Channel = Awareness
- Role for customer = Co-creation
- Revenue stream = Licence

Example n°1:
Itystudio Authoring Tool

Mix n°2

- Solution = Innovation
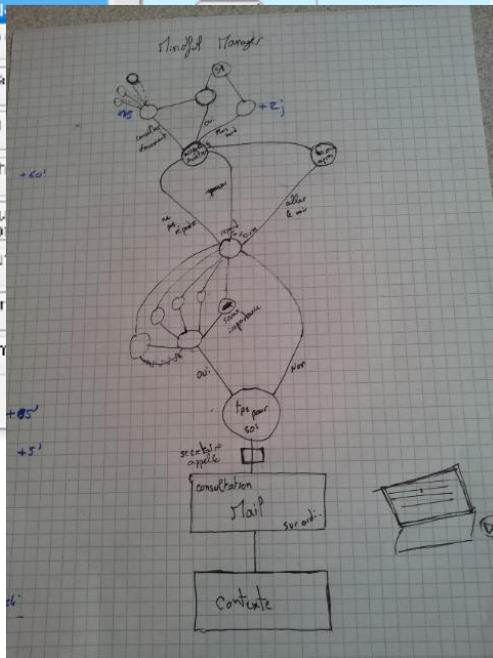- Segmentation = Niche market
- Values = Customization
- Channel = Awareness
- Role for customer = Co-creation
- Revenue stream = Renting

Example n°2:
My GEM in Game

Etape 1
Cherchez l'inspiration

Etape 2
Choisissez votre support

Etape 3
Identifiez vos concepts clés

Etape 4
Trouvez u ressort mation

Etape 5
Définissez votre format
de présentation des idées

Etape 6
Outil de sélection des idées

Etape 6
Outil de sélection des idées

Etape 7
Définissez des règles du jeu

Etape 8
Choisissez votre packaging

Mix n°3

- Solution = Consulting
- Segmentation = Niche market
- Values = Risk reduction
- Channel = Decision
- Role for customer = Dedicated assistance
- Revenue stream = Brokerage fee

Example n°3:
Serious Games Consulting

3 more steps to go further

Step 3:
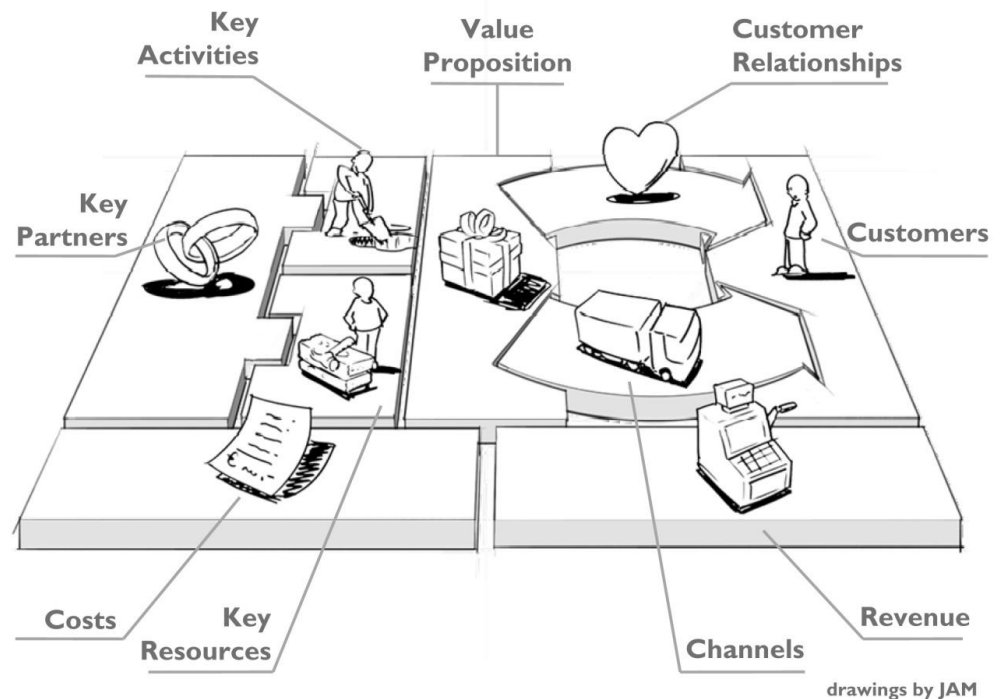# Design your storyboard to explain your concept

Step 4:
Test your concept on potential customers

Step 5:
Design the final Business Model Canvas

- Define:
  - Key resources
  - Key activities
  - Key partnerships
  - Cost structure

« *Business Model Generation* »
from Osterwalder A., Pigneur Y., 2011

Thank you for your attention

Hélène MICHEL

(helene.michel@grenoble-em.com)