

# WACREN - Workshop

## "Business Models for NRENs"

### **Objective:**

To compare business models of different NRENs in Europe and the World, to examine strategies for sustainability and to develop awareness and knowledge of business models in general.

### **Description:**

There are over 40 member NRENs in Europe and all of them have different business models. Some NRENs mainly receive their funding from their governments, others operate as association and work completely independently. Some NRENs are bound by instructions of their members, others are given the freedom to explore additional sources for revenues.

Furthermore, not only the sources of income differ, but also the NRENs' strategies on sustainability - the actual solutions that NRENs have developed to address their unique challenges.

### **Workshop Abstract:**

Presenters from invited NRENs will present their business models and strategies. Workshop participants are invited to present their approach and explain the challenges they are facing.

The participants will develop general awareness and knowledge of business models – understanding how to be sustainable in the market. This part would provide principles and models of organisational design that are universal, hence can be adapted to each particular context.

During the workshop, we will identify key features and major services of exemplary business models in the context of NRENs, and discuss the differences in strategy and its effects on sustainability. This would give contextual examples that have been used and have worked regardless of how different the context might be.

### **Result:**

At the end of the workshop, participants will be aware of an exemplary NREN business model for emerging countries and will be equipped to optimise and refine their own.

### **Target Group:**

Participants from Emerging NRENs or NRENs in the process of transformation.

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### **Workshop Schedule:**

The workshop will have three parts and will be conducted in an interactive format. The workshop will start with an opening round, at which the participants will have the chance to voice their expectations of the workshop, which will be reviewed again at the end.

During the first part of the workshop, which will take place online, an exemplary business model of one GÉANT NREN will be presented. The objective of this part of the workshop is to provide an example for a business model of a small, emerging NREN in Europe with similar objectives and challenges as the WACREN NRENs. The business model presented will be analysed and discussed.

The second part of the workshop will detail certain aspects of the business model such as revenue streams and stakeholder analysis. Each participant receives a business model canvas with the task to complete the form specifically for his/her own NREN. The completed canvas will serve as discussion base for the third and final part of the workshop.

The third part of the workshop, which will take place F2F in one of the WACREN partner countries, will concentrate on the current business models of the WACREN NRENS. The WACREN NRENS will be invited to present their model. The objective of this part of the workshop is to challenge these models and to discuss their success factors between peers.

At the end of the workshop, the participants will have reviewed the business model of their respective NREN, discussed it with peers and considered several options for its further refinement. One of the outcome of this workshop should also be a toolbox of features which were defined as key factors for the sustainability of NRENS.

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**Organiser:** WACREN, in collaboration with DFN and RENATER

**Duration of the workshop:** 2 Online Sessions à 2h and a 2-days F2F-Meeting

**Date and Time:**

Online-Workshops:

- Wednesday 30th September, 9:00 – 11:00 UTC
- Friday 9th October 2020 , 9:00 – 11:00 UTC

F2F-Meeting: April 2021

**Venue for the F2F-Meeting:** In a WACREN Partner Country (tbd)

**Moderators:** Leonie Schäfer (DFN), Sabine Jaume-Rajaonia (RENATER)

**Number of workshop participants:** 20

**Working Language:** English. with facilitation in French

**Invited GEANT NRENS:** George Konnis, CYNET (Cyprus) and N.N. from an AC3 Partner Country

**WACREN NRENS:** tbc

**VC Details:** Will be provided for registered participants shortly before registration

## ***Preliminary Agenda***

### Pre-Workshop - Part 1 (Wednesday 30<sup>th</sup> September 2020, 9:00 – 11:00 UTC)

Welcome and Intro (15min)

Presentation of the CYNET Business Model (30min) - Focus on

- Motivation and reasoning behind setting up CYNET
- Business plan for presentation at the Cypriot ministries

Topics for discussion (45 min)

- Benefits of collaboration with partners and other NRENS
- Arguments to convince your government
  - Why setting up an NREN? Advantages of an NREN?
- Stakeholder Analysis
  - What is your target group? Who are your customers? Who are your competitors?
  - How best to involve and communicate with each of these stakeholder groups?
- Emerging NRENS and their Obstacles and Challenges

### Pre-Workshop - Part 2 (Friday 9<sup>th</sup> October 2020, 9:00 – 11:00 UTC)

Introduction to the Business Model Canvas (30min)

Focus on

- Revenue Streams
- Key Partners
- Customer Segments
- Cost Structure

Discussion of an exemplary Business Model Canvas filled in by CYNET (45min)

Homework for participants in preparation of the F2F-Workshop (Intro 15min):

- Complete the Business Model Canvas for your own NREN

### F2F-Workshop (2 days)

Invited presentation by an exemplary AC3 or WACREN partner NREN

Presentation and discussion of Business Model Canvases prepared by the participants

- Peer-to-Peer Consulting

Individual consulting of the participating NRENS by the workshop organisers

Round-up & Conclusion