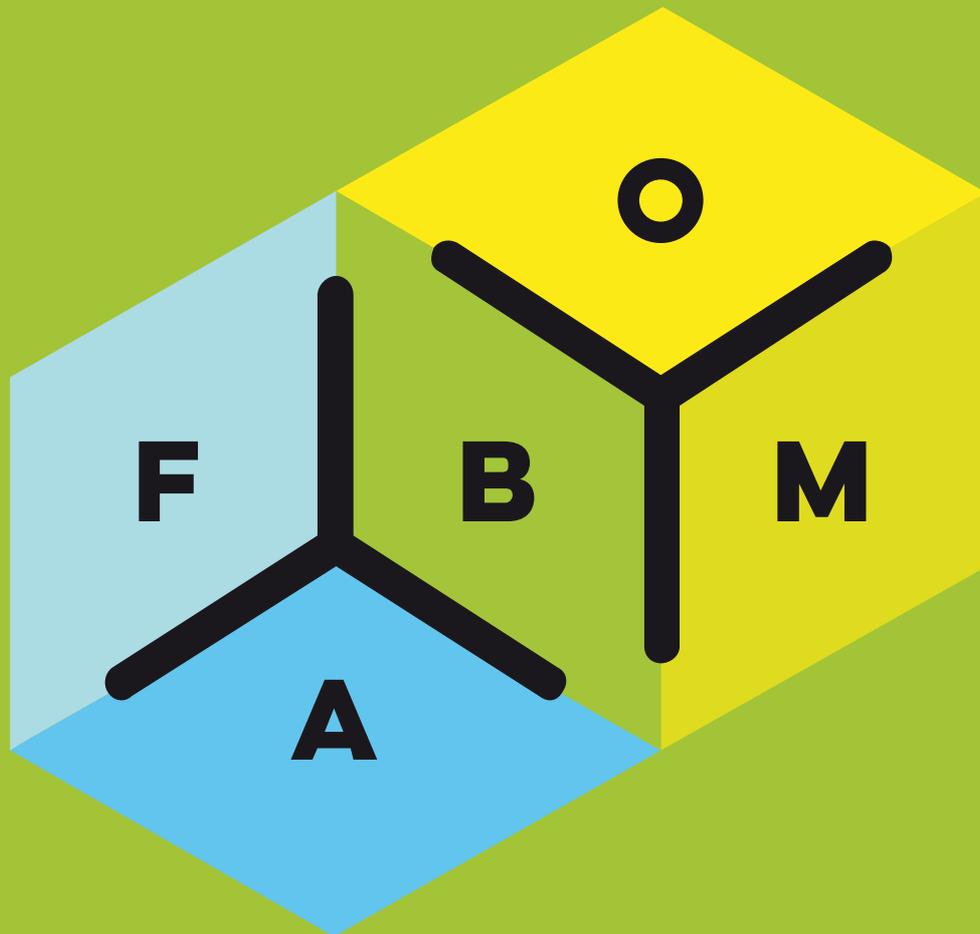


La Fabrique des Mobilités FabMob for Europe



**Collaborative innovation platforms
&
networks of accelerators for smart urban mobility**

This document is FabMob's contribution to the meeting of experts with DG Move about collaborative innovation platforms. It addresses both the "what" and "how" parts based on FabMob's experience so far, and the experience of its partners.





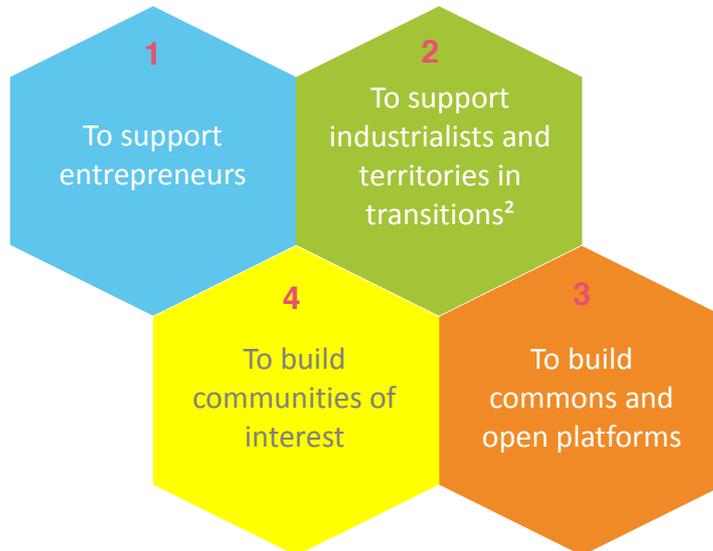
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Synthesis

Processes of innovations are changing, fast. Innovations that change mobility are not in contact with public structure neither national nor at European level.

FabMob operates four dynamics in the same time. All have added value and synergies:



1. It's the first **public accelerator** providing a new kind of support for entrepreneurs (**innovative projects**): wealth coming from partners (industries, cities, labs) and smart advices. These projects will produce useful deliverables for mobility in Europe, and many failures,
2. Using these “projects-as-a-fuel” and connections between startup and industrial companies, Fabmob will catalyze industrial partners in their **transitions²** (digital and environmental),
3. All feedbacks, deliverables, failures, success, connections (see our **proto**) are collected in **Commons**. **Commons** are open resources. They reduce barriers to innovate in the field of mobility for next entrepreneurs, bringing more projects in #1.
4. New **communities** emerge across domains: dynamic carpooling, Blockchain, innovative cities, etc. FabMob and existing clusters will animate some communities to provide favorable conditions to the emergence of new projects for #1.

These 4 dynamics :

- Start in France but our market is Europe to compete with China and USA,
- bring values to all stakeholders : industrial, startup, SME, labs, cities, clusters,
- can be easily used, disseminated, replicated or hacked in other European countries and connected together across Europe,
- need public support at national & European levels to run daily.



Propositions for the **European Commission** and **European partner**:

- Define and integrate new **metrics** for public projects acceleration : number, quality, added value of projects themselves but also commons and partnerships,
- Drafting of a European **charter** outlining the main objectives and the requirements of “European Smart Mobility Platforms” integrating these metrics,
- Call for partners across Europe to find 1 or 2 public structures willing to contact startups and industries, help them **replicate** our approach using existing clusters, networks and communities, provide an **European label** for these platforms,
- Provide financial support for daily animation, communication, replication of the **network of Fabrique** (Total budget : ~ 200 to 300 k€ for one Fabrique per year, 10 to 100 projects - 40 partners - 300 persons),
- Launch calls for **projects** to feed the network of la Fabrique and call for European **Commons** to build shared resources platforms (digital and physical).

You are interested to become a partner, to replicate or you have some questions:
lafabriquedesmobilites@gmail.com

Innovation in the digital era

FabMob identifies several key points:

- Innovation processes change. Innovation support schemes need to change too,
- Innovation can be defined as an invention that meets a market and changes how people are moving,
- In order to have an impact, innovations need to be massive and largely used, to solve main problems (congestion, energy, pollution, equity),
- Financial incentive provided by public structure such ADEME can be counterproductive for innovation as we cannot support unknown entrepreneur and risky projects without business model,
- But the most recent innovations that meet their market are coming from unknown entrepreneurs without business model. And these innovations change the way people are moving at large scale like Uber or Blablacar.
- Startups are not SMEs. They need specific supports if we want them to scale up across the world.

So we have a kind of empty area: innovations that change mobility are not in contact with public structures neither at national nor at European level. FabMob is the first public accelerator providing a new kind of support for entrepreneurs.

Our contribution is in the perspective of innovation in the digital era. Such collaborative innovation platforms are not meant to be an evolution or part of existing programs / initiatives such as H2020 or CIVITAS, though they could cooperate with them. They are meant to truly reconcile two opposite and needed approaches in fostering innovation at the EU level : the need to provide a Europe-wide vision and strategy regarding mobility and transport, with appropriate funding in the long run to develop it, which the EC DG MOVE already does; help entrepreneurs and innovators design and develop new (and sometimes disruptive) solutions that are much needed to tackle the challenges of the next few decades, which are currently non-efficiently tackled both at the EU and national levels.

As an introduction we identified several key points of understanding the need for collaborative platforms in the digital era. These key points come from the rich and diverse experiences from 4 founding partners of La Fabrique des Mobilités:

- **ADEME** is the French Environment and Energy Management Agency. It has a long experience of building vision for a more sustainable future and to provide advice, technical expertise and funding to territories and companies developing solutions in these fields;
- **NUMA** is a Global Innovation Network dedicated to digital innovation. It was founded in Paris 15 years ago and is now offering startup acceleration, corporate innovation and community engagement programs in Paris, Bengaluru, Moscow and Casablanca;
- **PFA** is the French national platform dedicated to the automotive industry. They are moving this industrial ecosystem from car companies to car and mobility;
- **OuiShare** is a European and global network of innovators, thinkers and doers passionate with the collaborative economy. It was founded in Paris 4 years ago and now has more than 100 active connectors and communities across Europe with activities ranging from research and community building to advocacy with public and private bodies.



Innovation processes change

Innovation processes in the digital era have changed. Because of the nature of underlying technologies it has become possible to shorten dramatically the cycle of innovation. Startups have invented new forms of innovation processes that dramatically reduce the time to market but also increase the number of iterations of a product / service with its customers before its final release (assuming there is even a final release for a product). Now even big corporations are trying to follow that trend and are learning how to transform their organizations to ingrain the concepts of design thinking, lean startup and growth hacking.

The main mantra of these innovation processes is that we need a strong involvement of actual customers when we design disruptive innovation. This is because traditional marketing and prospective toolkits do not provide sufficient and precise knowledge of customer needs and aspirations that would allow for a linear and traditional innovation process.

As a consequence many innovation processes in the digital era are made of short iterations that see an (unfinished) product or concept tested on the market to get insights from customers in order to offer a new version of the product very rapidly. This is how innovation processes have changed at the company level.

But at the market level the same kind of profound changes happened. This is because now the most profound and disruptive innovations are business model innovations. This is not to say that technological innovations do not play a role. They do. IoT, Big Data or mobile web technologies provide a lot. But those companies that made a profit out of it and built a market are those that offered an appropriate business model. In France one of the companies that had the most shining success and impact in the fields of mobility and transport is BlaBlaCar. And BlaBlaCar ridesharing platform is more about business model and community-building than about technology (even if technology is involved).

This means that having the right product or service is not enough. Or that we should include in the definition of a product or service its business model. Because this is a main criteria of success. And this leads to a reflection at the market level.

If having the right product is not enough to build a new market, this means that one single company with the “right idea” will not be enough to build the market. A lot of companies are working in the same question, on the same topic, companies that might either compete or cooperate, or both, to mature solutions that meet a market.

Because business models get richer and more complex, we see more and more companies cooperate and develop new kinds of relationships to make whole new markets develop.



We need innovation, not inventions

We definitely need that (good for energy and environment) solutions meet their market. And this is not only about having a good technology, solid companies to back them or the support of public authorities (either at the EU and national level, or at the local level). It is also about having the right ecosystem and the right business models.

If we do not have the right ecosystem and the right business model for an invention it will have no impact. If we provide the right ecosystem and the right business model for this innovation, it becomes an innovation worth investing in it that meets its markets and makes it grow.

Because of the tough challenges we face in transport and mobility, we definitely need innovation, and not so much inventions. Because innovations have a long term impact.

Financial incentive can be counterproductive for innovation

Although every business needs money our collective experience is that public financial incentive at early stage can be counterproductive for innovation. This looks rather unintuitive. But this is something we experimented on both sides. At ADEME we are providing money to projects with both big corporations and SMEs leading to average and acceptable results, but with that concern mainly incremental progress. At NUMA and OuiShare we have even seen how in some cases public funding could disrupt an innovation process and lead to the failure of a startup project.

We all share the experience that innovation funding is often misplaced since in many different industries (and this is true in transport) the most disruptive solutions might come from stakeholders that received no or little public funding.

There are many difficulties related to public funding for disruptive entrepreneurs (whatever the company form or size). Among them are the need for a formal expert review of projects (experts tend to be “conservative” by nature), the need to allocate money to a well-defined project, the need to take time to review money allocation and track it over time, the need to identify clear deliverables, the need finally to provide KPI with some kind of “return over funding” to those who provide money.

All these needs are legitimate and difficult to circumvent. However genuine and disruptive entrepreneurship projects are unexpected, difficult to assess, do not have a clear roadmap over 3 years (or they will change it within 6 months), do not have time and resources (or might not be willing to allocate them) for appropriate reporting, cannot identify deliverables well in advance and might provide them in a nature that is difficult to assess or take into account. But most critically, most of them, even good projects, will fail in some way. They might not go bankrupt since there are many ways to monetize a worthwhile experience and expertise, but they will fail to meet their market and make it grow. They will fail to develop and genuine innovation.

There is a last fact we all acknowledge: good projects get good funding from private or public venture capital. True things are not perfect. There are still some “death valleys”, at least at two maturity stages:

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- Between angel money and Series A: this is the usual “death valley” where an innovation has not demonstrated sufficient “traction” (which means “meeting its market”) to convince VCs (Venture Capitalists) or corporations to fund them;
 - Above 10M€ rounds of investment. For those companies that demonstrated a global market potential this might still be difficult to find appropriate funding from European investors. Usually these companies need to go abroad to find all the funding they need.

The first “death valley” is where one might think of pouring public money for innovation. But this is the stage where the project must focus primarily on its innovation and where risks are the highest. Most of them will fail! This is why our vision is that we should help these projects cross the death valley as fast as possible.

The second “death valley” is where a new European venture needs money to expand Europe-wide and worldwide. There should definitely be public money available through current programs focusing on SMEs and international trade.

Incubation and acceleration programs are not enough

Incubators dedicated to startups are numerous. Besides most big companies now have their own corporate incubators dedicated to their industries, with either internal or external projects. There is no shortage of such programs, but as their name explicitly states they are dedicated to make sure that most of the projects will survive over 3 years, not that these projects will be disruptive. We might even say that disruptive projects being overtly more risky they will not be favored by incubators.

Acceleration programs try and close the gap between incubation and fully matured projects. Most of them have a broad portfolio of startups though some of them develop strong ties with some industries. However those acceleration programs focus on the success of their own startup individually and do not aim to develop a strong and lasting ecosystem around their projects. Their main objective is to make them grow fast so that they can through Series A & Series B funding. These acceleration programs do not focus either on corporate projects but only on startups.

La Fabrique des Mobilités bring added values to all projects in every incubators and accelerators by connecting instead of closing, by bringing new wealth.



How to support unknown entrepreneurs with disruptive innovation?

Given the previous observations we made based on our own experience and the experience of a variety of innovation professionals we interviewed in France, we decided to work on a completely different way of supporting disruptive innovation, one that could build on top of existing programs and resources.

As a consequence we found out we did not have to focus on funding the projects we work with because they have a whole lot of alternatives (both public and private) already available. We did not have to focus either on “accelerating” them in the sense of teach them how to grow fast, how to manage their company, how to develop their technical solution and so on.

We would rather focus on developing a lasting ecosystem made of a rich network of innovators (academics, corporate, entrepreneurs, technical leaders), of shared resources and toolkits, of knowledge and mentoring.

This is more than a network. This is more than a training or mentorship or acceleration program. This is more than a technological alliance or an industrial advocacy group. When you combine several of these features with a main goal which is innovation for new mobility you build a platform. When you mobilize a broad range of stakeholders in a very open and collaborative way, you build a collaborative innovation platform. This is a platform for innovators and entrepreneurs to plug in.

The dynamics of Mobility Factory

Processes of innovations are changing. Fast. Innovations that change mobility are not in contact with public structure at national but also at European level. **FabMob operates four dynamics at the same time. All provide added value and synergies:**

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What should bring a collaborative innovation platform?

Access and equity - Neutrality

To be truly collaborative these platforms ought to be **open to any stakeholder**. This does not mean there is no rule of admission or code of conduct. This does mean the platform does offer equity of access to any stakeholder that satisfies commonly-defined rules of admission to the platform.

The platform should not become a club of people, companies and institutions that know each other and appreciate the comfort of being, talking and working together. This is difficult to avoid this because there is a natural tendency to establish long term relationships that tend to exclude novelty and keeping people in their comfort zone.

To achieve access, equity and neutrality, we propose the following principles underlying a collaborative innovation platform:

1. **Several layers of commitment** in the community. As a general principle you will can get something only if you contribute something else :
 - A very open circle for anybody interested in the activities and works of the platform. There are conferences, network opportunities and disseminations of deliverables available for this layer,
 - Several circles of progressive engagement: partners can contribute and/or benefit from commons by obeying the rules attached to these commons (data, APIs, knowledge),
 - The core of the platform: made of partners that are actively engaged in the success of the platform by providing resources or being accelerated. These ones have a more formal engagement with the platform.
2. **Fluidity**: this is easy for people and institutions to move from a layer of engagement to another :
 - Regarding startups and projects being accelerated, there is a clear turnover ensuring there are always new people, ideas and projects to fuel the platform. Startups are accelerated for 12 months after a period of assessment and growth in the outer layers of the platforms. After being accelerated they are still part of active members to mature, contribute to commons and share their experience and insights,
 - Other stakeholders are encouraged to play a dynamic role in the platform and to use it as a transformation tool for their institution. Though it is useful there are long term relationships and commitments in the platform, the platform would benefit from a large panel of experts and managers from these institutions contributing to its activities. This could be done on a rolling basis in order to inspire change in companies and labs connected to the platform, but also to vivify the platform itself,
 - It is perfectly acceptable that people and companies meeting and starting relationship in the context of the platform might choose to pursue their relationship outside. They might also use the tools, services and framework provided by the platform to go faster,
 - No passive members that come only to “listen”. If you need to listen and learn something you need also to contribute projects, developing ideas or knowledge in a proportionate way.

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3. **Transparency and community-based rules.** Rules are decided by the community of stakeholders in order the platform runs efficiently. These rules apply differently to different layers of engagement and are enforced by the platform itself.

A European scale sandbox

There is an inherent tension between the need to scale up projects at the European level and the need to work at national or regional levels.

One of the main difficulties facing startups and innovative projects is to scale up Europe-wide. Reasons are well-known: different languages are in use, different regulations apply (especially true for transport and energy), differences in culture should be taken into account, and different political and business ecosystems interfere with the success of the project. As a consequence leveraging a success in one member state requires a lot of time and funding, even for an established large corporation.

On the other hand attempts to create communities and platforms at the European level face a disconnection from realities and ecosystems at national level. They often fail to be recognized as part of the national ecosystems then to influence them deeply.

Our recommendation is to develop platforms first at a national level where they will be recognized as a legitimate stakeholder with the appropriate connections, funding and activities. **Once they proved their legitimacy and their performance these platforms could be scaled up Europe-wide.** We think the best way to do it is not by expanding a platform in every country as a centralized European initiative. **It would be more efficient for the Commission to label those platforms** and models of platforms that work best and to help institutions and people in different countries to launch their own collaborative innovation platform using the brand, the framework and the tools provided by other platforms in Europe. Thus they are able to go faster growing their platform and do it in a way that fits best the local context.

Finally it is important that all these platforms at local level interconnect and exchange commons, and that they work together. This could be the initiative of the Commission to support the forum for these platforms at the European level so that they actively work and engage together. **What makes sense for a platform is to provide its members access to the European market, and to tap in the European market for the best innovations and concepts.**

Lean startup as a platform

Lean startup methodology defines a process from ideation to building and measuring in a close loop. This loop should be repeated often and fast in order to achieve meaningful innovations. Collaborative platforms should encourage the projects they support to apply if necessary lean startup principles.



However the platforms themselves should be seen as startup and entrepreneurial projects to which apply the principles of lean startup. This is a condition to avoid building stalled ecosystem that after a few years are no longer able to nurture innovation.

A collaborative innovation platform should then be **an open forum for new ideas but also characterization of problems**. It should be a place where projects are developed fast (open technical platforms, startup acceleration). Everything should be measured accordingly to learn from experience. These measures are a common that should be exploited to improve the platform itself and to nurture the process of ideation.

Build commons

Commons represent the main deliverables of the collaborative innovation platform. Traditionally a platform (like Google or Facebook) offers a high value proposition to its customers in exchange for deep knowledge on their users (who they are, their habits, what they like or dislike, their aspirations, what they do...). These data help them improve their product / service. At the end of the day these platforms offer an efficient service to their customers and monetize all the data and knowledge they acquired in the process.

A collaborative innovation platform should adopt the same strategy, except that these data, knowledge and tools that are produced in the process of building the platform are not kept private and monetized but are defined as commons available for the platform stakeholders.



Commons are by-products of collaborative innovation. These commons are a natural output of projects taking place on the platform, and they nurture future innovation on the platform and make it attractive for stakeholders.

Currently “collaborative projects” tend to be close projects that produce deliverables and a certain amount of cooperation between partners. However these projects do not benefit a lot to the ecosystem, except regarding dissemination of knowledge usually included in the scope of the project. This is because once the projects end there is no follow-up (except if there is a new project built on top of the previous).

The collaborative innovation platform offers a neutral resource, reducing barriers for innovations.

Share and reuse of commons / assets

This platform should produce commons, and it will naturally. But these commons should be available for reuse and actually reused. There is no point producing and opening data, knowledge or technical platforms that nobody would be able or willing to reuse.

There are many reasons why some commons are not reused:

- They don't raise interest
- They are of bad quality
- It has not been designed for easy reuse
- Conditions apply. And these conditions are too strict, or too tricky

To avoid these pitfalls we should rely on the community to identify worthwhile resources that should be in the common-pool. Actually those participating in FabMob are best suited to identify which resources would be useful to them and which form they should adopt. To make sure that the common-pool resources are accessible in the long run we should rely on the governance of these commons.

Such governance should be based on the eight principles defined by Elinor Ostrom, an economist nobelized for her works on commons and how to govern them. We get inspired by a paper applying these rules to Digital Commons that are of much interest to us.



How to build collaborative innovation platforms?

This is based on our experience and what we implement at FabMob. There might be different options available.

Objectives

Startup acceleration criteria nowadays are geared toward financial return over investment, which is fair enough when the main investors and acceleration programs are privately-funded. This is the case in the US for instance. However in Europe the situation is different since many VCs have public investors and a lot of public money is geared toward sustaining the startup ecosystem. Thus there is room for public platforms that support the growth of startups with new criteria based on common good: quality of projects, added value of commons and partnerships, new collaborative formats, social responsibility, environmental impacts.

Public platforms should also aim at systematic impacts for their actions, benefiting a whole ecosystem of stakeholders engaged in sustainable mobility strategies and policies. As a consequence they will redesign new criteria for success of an innovation platform. A public innovation platform will be successful if it fosters innovation collectively and in the long run, if it generates economic value and competitiveness, if it creates valuable commons for businesses, civil society, academics and administration. These objectives are complementary of existing criteria of success in use by private innovation platforms where success depends on the capacity of individual projects to raise money from VCs. This is because public innovation platforms do not offer money but assets through commons and incubation. **As a consequence, the Return Over Investment (ROI) these platforms expect is not financial but measured by the value of commons generated for the ecosystem.**

The platform is itself a commons

FabMob is built with the idea to be replicated, copied, and hacked. We want to be transparent, open and replicable. We are trying to identify others European partners who want to replicate FabMob. They need to be linked to major stakeholders, considered as neutral, contacted by startups and they want to really support innovations.

FabMob is then fully described in a [wiki](#), everything is open and documented.

A shared and collaborative lead

The governance of a collaborative platform is of paramount importance. If the platform is to be collaborative, so should be its governance. However the platform gathers individuals and structures of very different cultures in terms of management and governance. Then the governance should tackle the following challenges:

- Ensure access and equity, then neutrality,
- Remain open to all stakeholders,

- 
- Make sure those structures that need long term stability and visibility on the governance (local governments, the EC, large companies) are reassured and engaged appropriately in the governance.

FabMob was created by ADEME with several partners. An association will be created in order to manage the acceleration of projects, general animation of the network and commons management. This association founded by industrial partners and cities will be connected to the FabMob network through a steering committee.

The association will formally support the activities of the platform. Those who contribute to the FabMob financially and materially can join this association. But the association is not the platform. The innovation platform relies on a broad community of stakeholders that is better described with circles of engagement and interest:

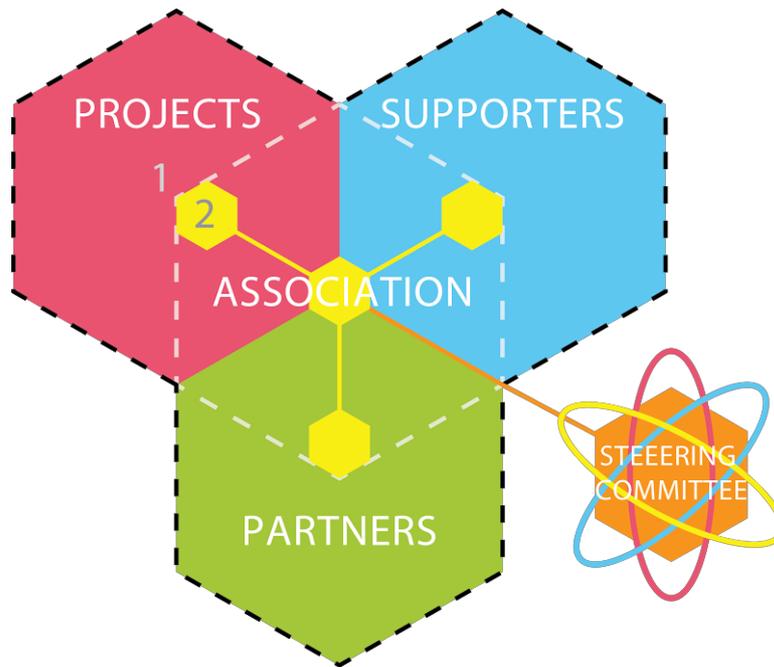
Circle 2: active members (individuals, companies, labs, government bodies and territories) that contribute directly (financial or material support) to the platform and wish / need to formalize their engagement. This includes projects that are incubated, those who provide mentoring or are otherwise engaged in confidential projects with tiers. Note: it is not mandatory to join the association in order to be recognized as an active member of the platform.

Circle 1: active members that do not wish / need to join the association but contribute to projects, commons and/or mentoring. This could include companies/projects that apply or have applied to the incubation program but have not been selected (yet). Contributions of individuals and organizations in this circle should be fully acknowledged and this should give them a voice in the governance.

As a consequence a steering committee is formed from members of circles 1&2. Once the platform reaches a critical size we think the most promising way of handling an effective and fluid governance is to use Blockchain-based community management tools that allow to give a voice to each member of the community based on its contributions, according to evaluation rules that have been designed collectively, that are clear and enforced automatically. These tools should also make sure that every active member is given the opportunity to understand the governance and decision-making process and contribute to it.

Circle 0: non-active members or prospective members. Every individual or organization expressing interest in engaging with the platform should be considered a member of the community. This could include members that were once in circle 1 and 2 but modified their level of engagement or members attending events and workshops or willing to engage in the platform activities in a near future (use of commons, incubation / acceleration program).

The members of this circle are informed of the activities of the platform and offered the opportunity to engage in an appropriate way. This is an opportunity to broaden the reach of the platform and connect with other platforms and networks that share common goals and interests.



External stakeholders in the fields of mobility and transport should be considered part of this circle as long as they expressed interest in the activities of the platform. This could include former attendants at events and workshops, those who registered to newsletters or follow the platform on social networks.

This circle constitutes a sphere of direct influence for the platform, a space where new interactions can occur and opportunities emerge.

Business model

Inspiration from Open Source projects and blockchain community-management

The business model of the collaborative innovation platform should sustain its activities in the long term and maintain an alignment between its core missions and the objectives of its funders. Since we believe the platform is a community whose main mission consists in developing commons for the ecosystem of new mobility, we suggest the platform should get inspired by business models currently in use for large-scale open-source projects (that are undeniably communities building commons). Big Open Source projects generally rely on the following resources:

- Key stakeholders benefiting directly contribute creating or opening an existing resource, which feeds the common. They generally are involved long term providing resources (financial or technical) to sustain the common,
- Users that benefit of the common for their own business activities are expected to contribute to the common through improvements, feedbacks and new developments. If they are not willing to do it they might also be given the possibility to contribute financially for their use of the common,
- Other stakeholders interested in the sustainable development of a common (government entities, foundations and charities, civil society) usually fund it through grants.



It is of importance for every contributor to understand and make visible its own contributions and the contributions of others involved. At the same the platform should allow a wide array of contributions in their nature, their quantity, their schedule in order to keep flexibility and openness as core values. At the start of FabMob we decided to track contributions of every stakeholder on a spreadsheet and produce a [global network of connexion](#). As the platform grows we identify Blockchain-based community tools (see [Backfeed](#) tools and methodologies) as a big opportunity to offer an open and transparent tool for both tracking and evaluating contributions in our community.

Understanding and evaluating contributions is of special interest in a community of innovation like our platform since we need to reward and distinguish those who build the platform, but we also want to foster a healthy competition between contributors to achieve growth and quality.

Business Model at FabMob

At FabMob we started with the support of a core community of diverse supporting organizations:

- **ADEME** as a government agency provided most funding the first year to initiate the platform;
- **NUMA and OuiShare from the civil society** provided experience, expertise and network;
- **Numerous industrial partners** shared their insights and needs (Renault, PSA, PFA - PlateForme Automobile, Michelin Challenge Bibendum): they provide resources to develop commons and the platform itself in many different forms: expertise and development teams, opening existing data or tools (that become commons), financial support;
- **Startups and innovative SMEs** were involved from the start: BlaBlaCar, Koolicar, CanalTP - Kisio digital, Vulog, France Craft Automobiles. They benefit from FabMob and improve the commons they make use of. They share experiences and some feedbacks on their projects that enrich common knowledge and know-how. In the long run they provide coaching and support to new startups. This is one of BlaBlaCar's contributions;
- **Research and academic institutions** showed interest at the early beginning of FabMob's journey by providing support and expertise. Some of them provided expertise to identify the most promising startups and projects to support. They will contribute to the platform through research projects dedicated to evaluation, through existing research facilities and programs opened to FabMob's community and through expertise;
- **Many territories and cities** (Grand Lyon, Département des Alpes-Maritimes, Région Ile de France, Métropole Nice Côte d'Azur, Communauté Agglomération Sophia Antipolis, Issy les Moulineaux, Antony and Paris) showed strong interest in participating in FabMob. They offer FabMob their networks, their experience and applied use cases.

Each partner has its own kind of contribution, its own expectations, its own need to quantify and capitalize its involvement in Fabmob. ADEME played a major role at the start by leading and financing FabMob. However ADEME thinks it needs to plan for a continuous evolution of governance and financing so that FabMob becomes sustainable with the support of its community. This means ADEME, other public institutions and industrial partners will provide a general budget dedicated to core activities of animation, communication and coaching of projects / startups. In addition, all partners can contribute to building and maintaining commons of interest to them by funding it, providing expertise and resources (development team, opening existing resources).

Members of the community choose which commons they develop and fund together. Since there is a continuous influx of projects / startups incubated at FabMob, this provides opportunities to grow existing commons and to identify new ones. As a consequence the "total budget" of the FabMob is not fixed, nor is it only monetary; it is variable with the involvement of its members. However most of



the investments of active members of FabMob translate into developing commons that are true assets to FabMob, making it more valuable and attractive to partners and startups.

FabMob provides a framework to grow commons with mutual trust but does not require centralizing the management of contributions. Every contributor is free to define the nature and extent of its contributions. However FabMob provides with tools to attribute contributions appropriately and monitor engagements from contributors to the community.

Connect with people and networks

Platforms are *by essence* connecting people, institutions and networks with each other and with resources. The resources of public platforms are made of **commons**. Although a public platform supports some projects that are confidential, it leads to the production of public deliverables in the form of knowledge, know-how, software or platforms available to the whole community of stakeholders. Through these commons a public platform shall connect to all those that share common interests, either to disseminate results and commons or to establish collaborations.

The main function of a public platform, the only one that requires a fixed budget, is the “connector” function that should rely on a few dedicated connectors who are recognized by their peers as thought leaders and empathic. These connectors engage with stakeholders outside the community to share the commons and source resources and opportunities. They should count on a team dedicated to community building that connects people inside the community on a daily basis.



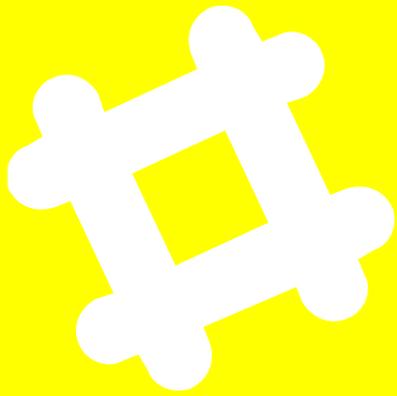
The EU involvement

EU market can compete with US with a comparable size, but entrepreneurs are slowed in their ability to gather resources. A network of FabMob across Europe can provide a connected network of partners, of commons, of sandbox to many startups. Several FabMobs can be adapted to each national country, implemented progressively, and connected each others. For example, a successful startup in Germany can develop its product or service in Italy and France as quickly as possible, validating its business model across Europe.

The European Commission can help to build this network of FabMob, bringing common objectives, neutrality and stability. Several propositions can be made:

- Define and integrate new metrics for public projects acceleration : number, quality, added value of projects themselves but also commons and partnerships,
- Drafting of a European charter outlining the main objectives and the requirements of “European Smart Mobility Platforms” integrating these metrics,
- Call for partners across Europe to find 1 or 2 public structures willing to contact startups and industries, help them replicate our approach using existing clusters, networks and communities, provide an European label for these platforms,
- Provide financial support for daily animation, communication, replication of the network of Fabrique (Total budget : ~ 200 to 300 k€ for one Fabrique per year, 10 to 100 projects - 40 partners - 300 persons),
- Launch calls for projects to feed the network of la Fabrique and call for European Commons to build shared resources platforms (digital and physical).

You are interested to become a partner, to replicate or you have some questions: lafabriquedesmobilités@gmail.com

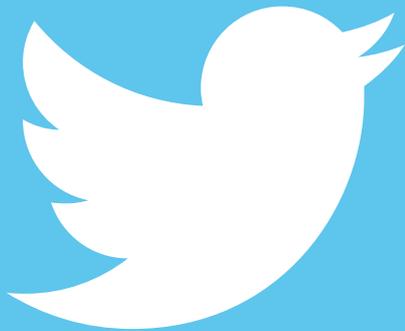


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