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KONE

Business model co-creation handbook.

How to engage users and co-create energy positive business models in SPARCS project.

31. Aug 2021

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This business model co-creation handbook is a selection of best practices, tools, processes and methods in business model co-creation collected during the KONE x SPARCS business design co-creation project (04-08 / 2021)

The aim of this handbook is to share understanding and experiences of what we think are important perspectives when planning, building and executing co-creation session with various stakeholder groups in a remote environment.

The processes, tools, methods and approaches in this handbook are accompanied with the KONE x SPARCS business design co-creation project* case study.

* The KONE x SPARCS business design co-creation project looks to develop and discover future mobility concepts to meet citizens' needs in between buildings. This project was conducted in cooperation with KONE Research team and Embassy of Design.

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1. Why co-creation?

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The benefits of co-creation

Our approach to co-creation in business design stems from the idea that by inviting different external stakeholder groups to be a part of concept development, we can make better decisions about how to evaluate and improve our ideas.

CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

During business design co-creation workshops, we invited different stakeholder groups to attend working sessions for providing their input on the ideas that had previously been discovered by the research team. By doing so, the research team is able to include input from various different perspectives in order to improve the quality and later the market fit of the existing mobility concepts.

Benefits

Improved quality of concepts: stakeholder groups provide direct input for concept development

Transparency: stakeholder groups (e.g. internal, external, and citizen groups) receive first-hand information about concept development

Human-centricity: the concept development team has a chance to meet and interact with end-users and potential business partners

Community-building: citizen have a chance to interact with each other (peer-to-peer discussions) and learn about how co-creation is used in concept development

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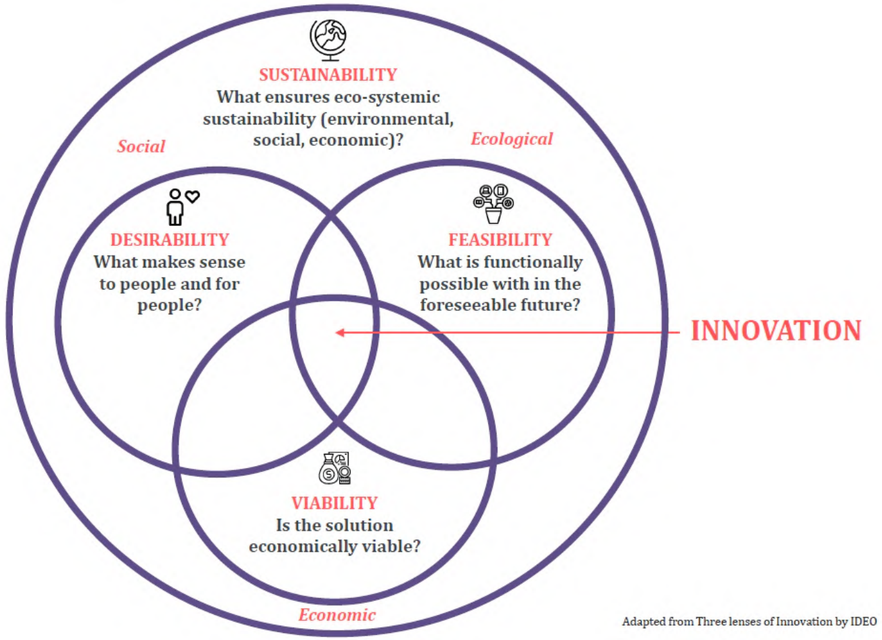
Why co-creation in business design?

Our approach to business design focuses on creating sets of business model hypotheses that can be tested in an active market dialogue. A business model hypothesis is an assumption that will benefit from diverse stakeholder views when assessing the desirability, viabilty, feasibility, and sustainability of a balanced business model.

As many of our business model hypotheses had a strong platform and ecosystem link, the need for assessing the concepts with potential ecosystem entities becomes vital.

FOUR LENSES OF INNOVATION



SPARCS project presentation Jan 2021

Methodological framework named as “Four lenses of innovation” stems from design thinking and design consultancy IDEO’s framework for human-centered design suggesting that innovations can be born if user needs (desirability), business (viability), and technology (feasibility) are combined (ref.). To complement the framework, sustainability is suggested to be added as an overarching theme as it also includes different dimensions that cover ecological, social, and economic sustainability. The framework can be utilized to guide concepting of new services and solutions, whether they are products, services, or processes. By setting relevant KPIs and asking guiding questions regarding all four lenses, the framework aims to support the development of new value adding solutions. (IDEO_Design_thinking)

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2. Approach.

The approach, process, and co-creation modules.

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Methods of co-creation.

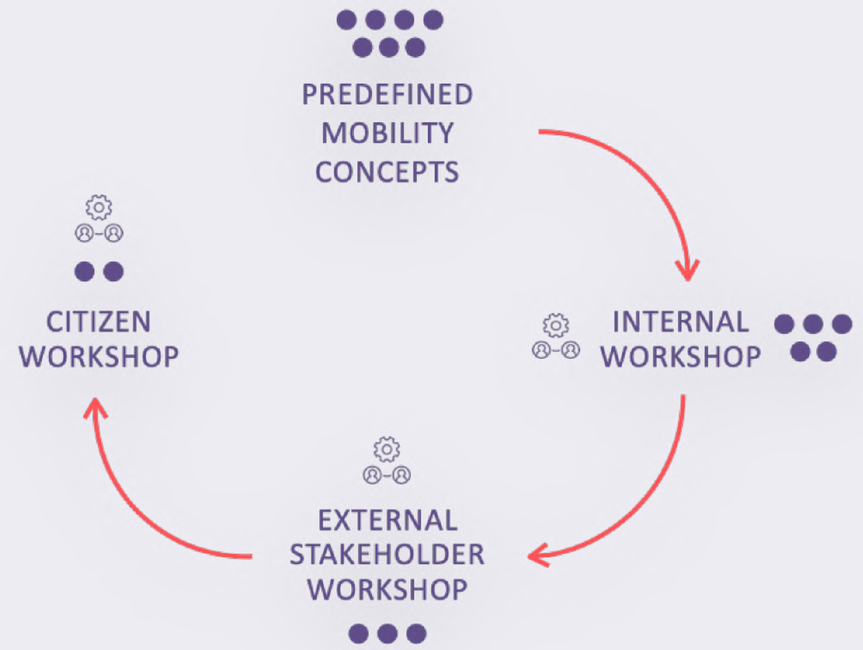
In business design co-creation workshops approach, our use of co-creation methodologies is based on the following co-creation tools:

Problem-solving
What are the usual business challenges or bottlenecks that need to be addressed in order for a concept to become successful?

Ideation
How to engage different stakeholder groups in a co-creation environment so that they can provide valuable input for improving and further developing concepts to the next level?

Criteria development
How to co-create a criteria with which different stakeholder groups can evaluate the conceptual ideas?

Concept evaluation
How to build the case for different concepts so that different stakeholder groups have an opportunity to compare and evaluate them according to a set of criteria?



CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

During the co-creation workshop series, the previously mentioned methods were used in order to prioritise a selection of predefined mobility concepts with identifying challenge areas in the concepts and providing solutions for them, ideating with use cases and extensions to the concepts, and finally for evaluating them in order to understand which concepts could perform the best when compared to each other.

Concept creation.

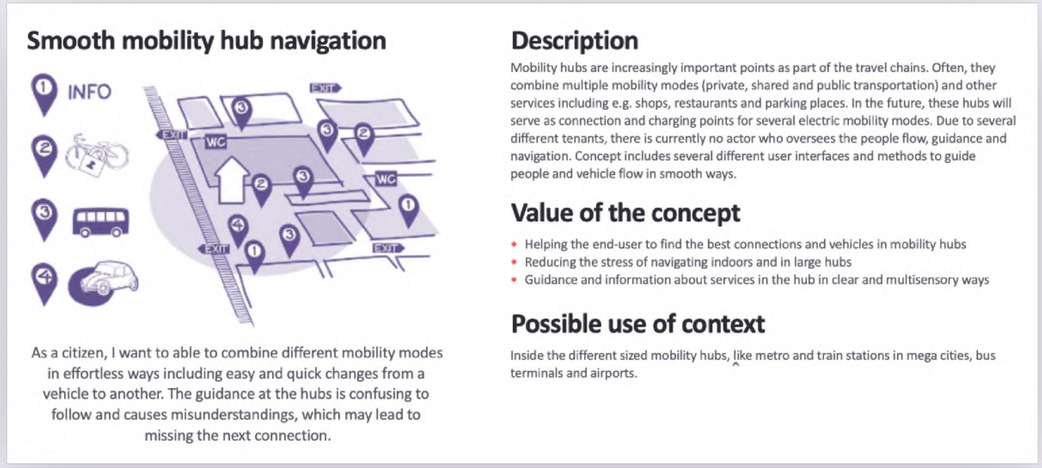
CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

One of the key components of the KONE x SPARCS business design co-creation project was the collection of predefined mobility concepts by the KONE Research team.

The aim of the business design co-creation project was to improve these concepts and evaluate them in a way that would help the research team prioritise the most promising mobility concept for further development.

The predefined mobility concepts were developed into "concept cards" that included the rationale, use cases and summary of each mobility concept. The "concept card" format was designed so that different stakeholder groups would comprehend the idea behind the concepts effortlessly, and consequently, provide their assessment of the concepts in a workshop environment.

Pre-defined mobility concepts.

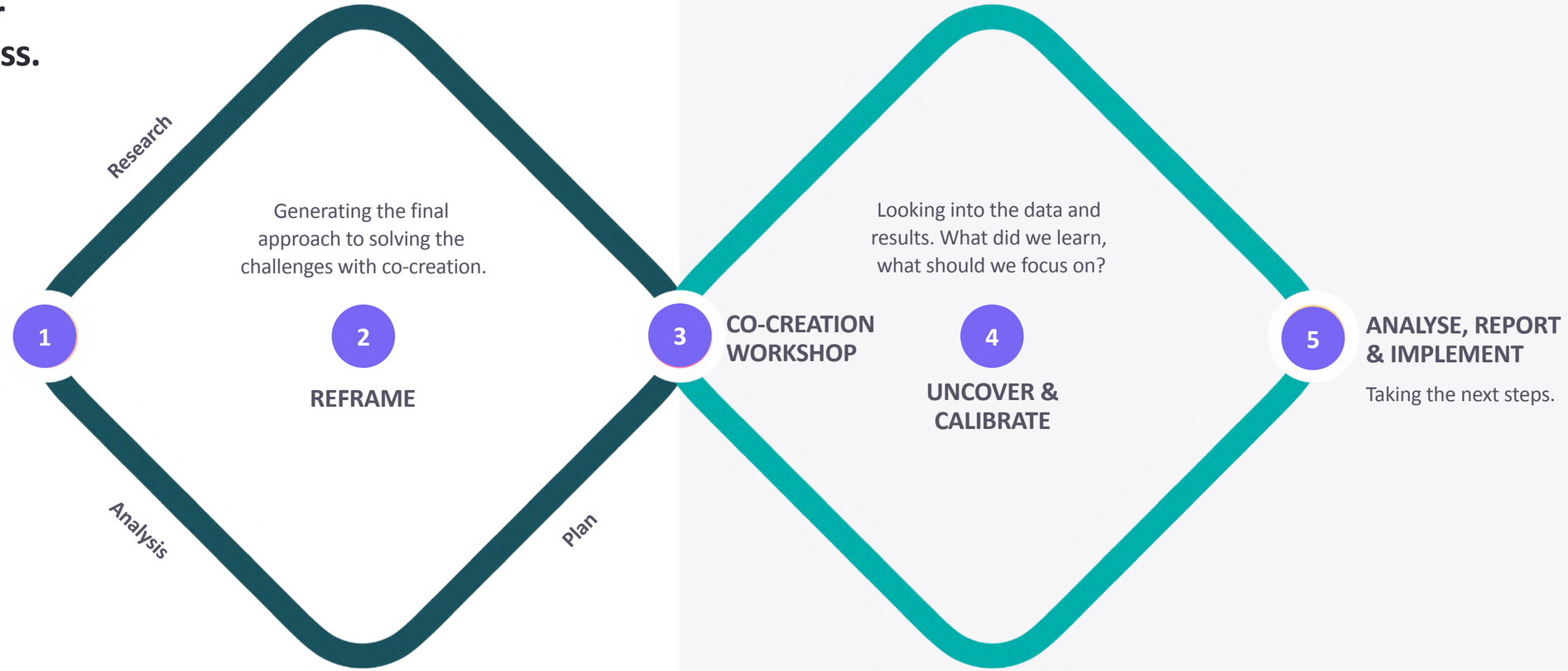


Example of one of the mobility concept "concept cards" as a part of the KONE x SPARCS business design co-creation project.

The process

The framework for the business design co-creation workshops is based on the double-diamond approach derived from design thinking methodology. (Design Council Framework for Innovation - The Double Diamond).

A snapshot of our co-creation process.



Modules

Our framework includes three phases (modules), that included the following deliverables.

1. PLANNING

The planning module includes:

- Internal kickoff workshop
- Research plan
- Co-creation realigning meeting
- Final co-creation plan

2. EXECUTION

The execution module includes:

- Recruiting of co-creation participants
- All practicalities included in the planning and facilitating of a business design co-creation workshop.

3. ANALYSE & REPORT

The analyse & report module includes:

- Insights uncovering workshop for either internal team or an extended team with stakeholders
- Recalibration of the research with stakeholder input
- Final primary analysis work
- Reporting of co-creation findings
- Implementation & decision-making workshop

DELIVERABLES

The final deliverables:

- The business design co-creation framework as an approach to tackle a myriad of business design challenges together with customers and/or communities
- A turnkey solution to facilitation of co-creation workshops
- Evaluation and prioritisation of the predefined mobility concepts

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Co-creation checklist for business designers

From the facilitators perspective, an effective and pragmatic business model co-creation framework is based on the following principles:

Frame it right: Design the co-creation approach so that it is digestible and doable. What should we focus on? What is the key information requirement? What should we leave out? How can we be most effective?

Make it effortless: Design the co-creation workshop so that a mixed group of stakeholders and citizens from all walks of life will find it easy to work together with solving business problems.

Make it count: Build the co-creation approach with an impact in mind. Setting clear boundaries and spot-on information requirements for co-creation will lead to informed decision-making.

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3.

Planning.

Internal alignment, research plan & building the co-creation approach.

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3.1. Planning module

The planning module includes a practical step-by-step process on how to frame the business design challenge at hand in an optimal way.

In the planning module, the business design team looks into the business design challenge and determines how it should be solved, and what will the stakeholder and citizen involvement be.

The business design team will also determine what kind of information and data will be required before the co-creation workshop can commence. If the business design team decides that e.g. customer voices are missing before final research plans can be made, then the design team can pick some of the background research options illustrated in the module options.

THE DELIVERABLE

- Co-creation plan / research plan

TEAM

- Business designer
- Research coordinator

METHODS

- Business design co-creation
- Applicable research methods i.e. desktop research

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3.2. Internal kickoff workshop

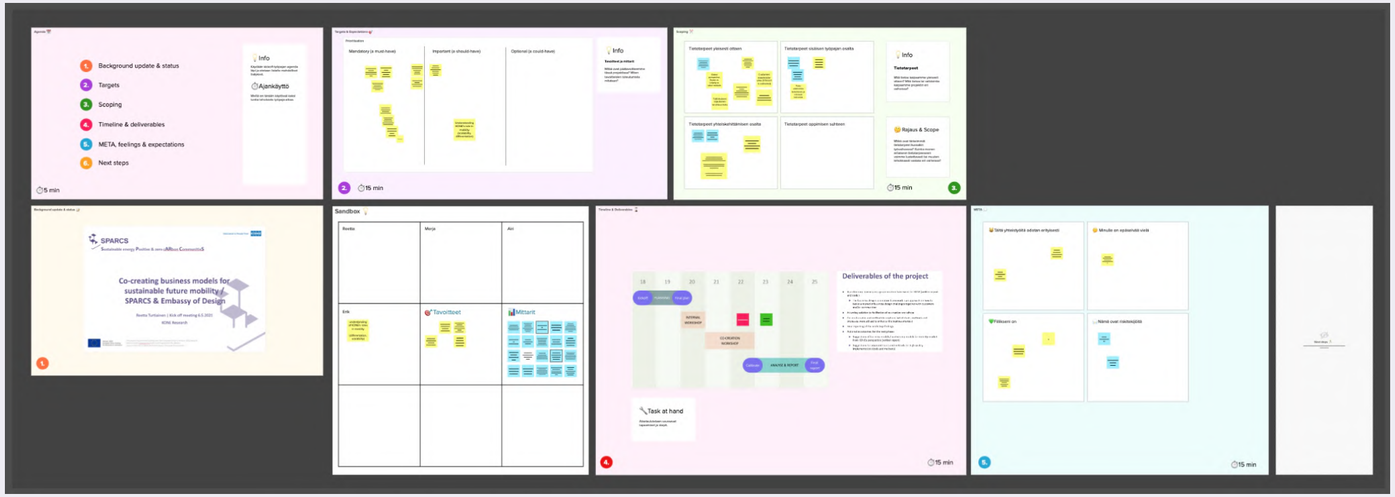
The business design co-creation process begins with an internal kickoff workshop. The aim of the workshop is to provide input in order for the business designers to better understand the scope and information requirements of the co-creation efforts. The input from the internal kickoff workshop is used in order to create the research plan.

TOOLS

MURAL for remote workshop exercises.

TEMPLATES

The business design team uses a tailored research plan co-creation MURAL template in which the exercises are planned an conducted according to the initial project brief and proposal.



CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

All of the team exercises and workshops were facilitated remotely using Teams and MURAL collaboration tool.

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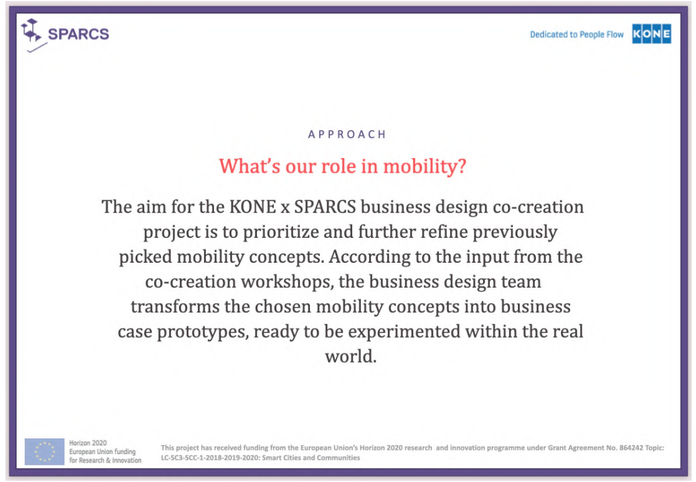
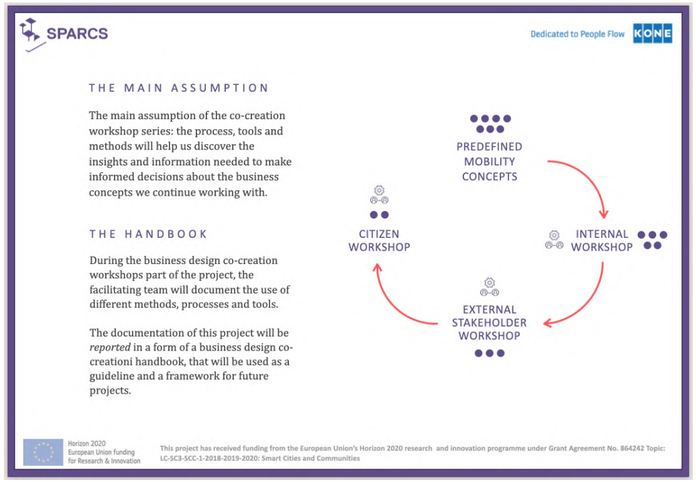
3.3. Building the research plan.

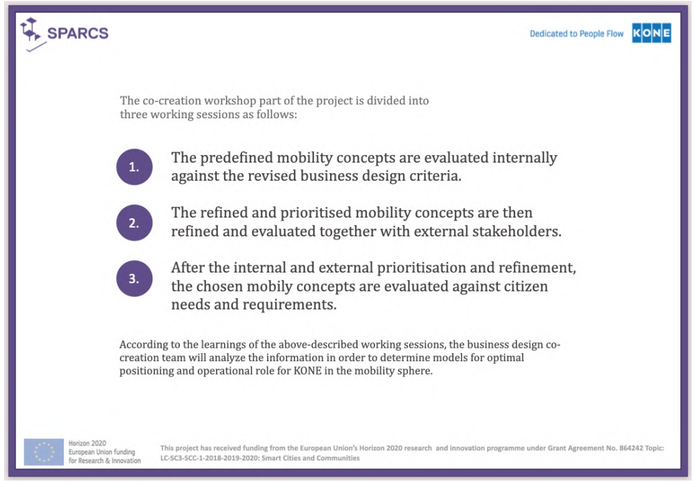
The research plan, created from the input provided during the kickoff workshop, is a step-by-step process of how the business design co-creation working sessions will be held, how the project will unfold (timeline & schedules), and how the co-creation approach will answer to the set information requirements.

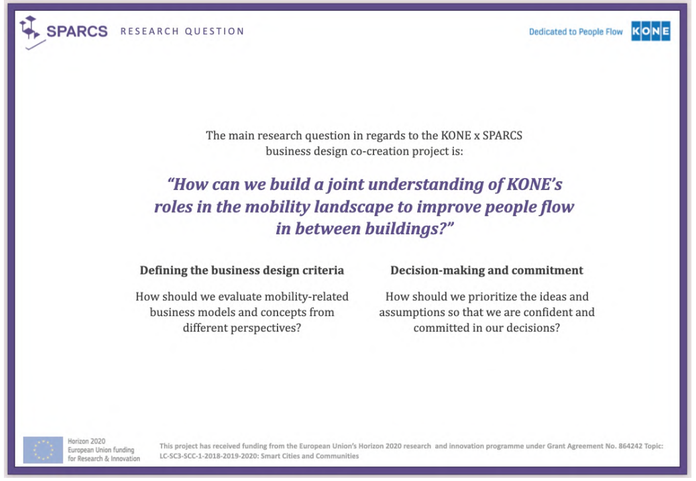
PROCESS

The research plan is created by the business designers according to the kickoff workshop results. The research plan is then evaluated and commented by the larger project team, after which the scope of the plan will be calibrated if need be.









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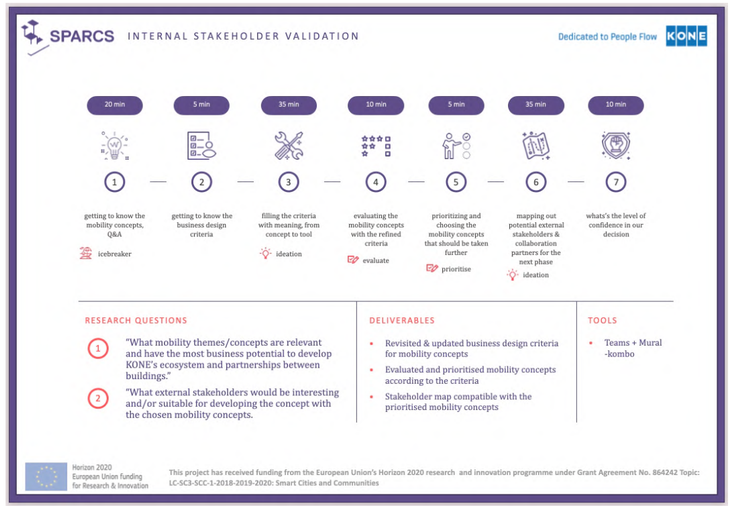
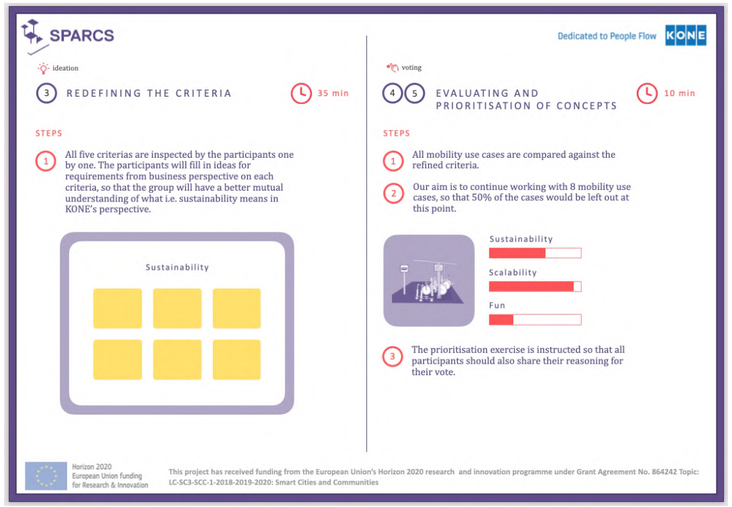
3.4. Building the co-creation workshop program.

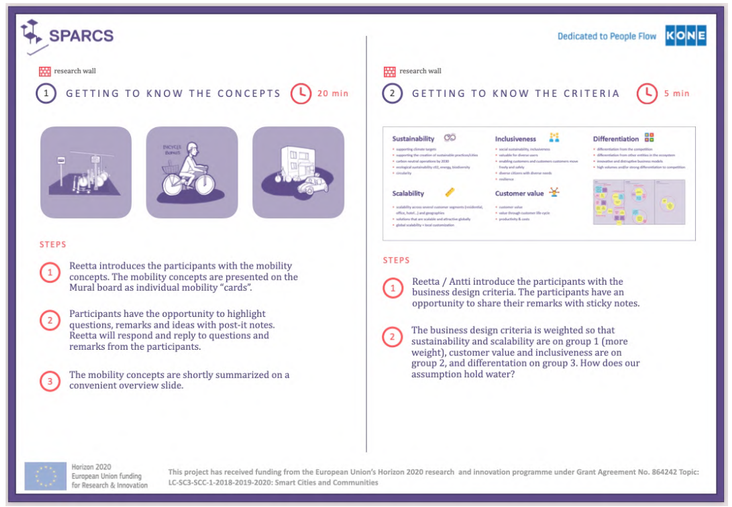
The co-creation session program is a step-by-step, timestamped agenda for all co-creation session exercises and activations. The reason for such a detailed approach is that the facilitator will know exactly which exercises to conduct in a limited timeframe on a remote environment.

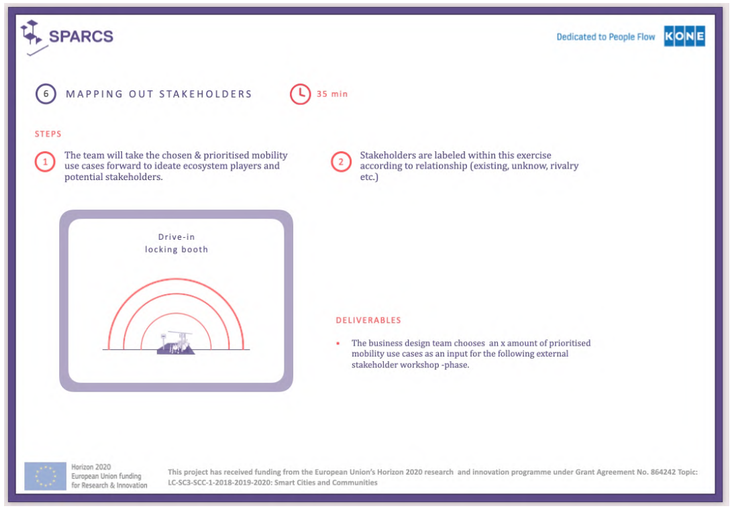
PROCESS

The co-creation session program will be built against the set information requirements and the restrictions of the time for the participants and the number of the participants.









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3.5. Setting the stage.

Building a co-creation workshop on a remote environment imitates the process and approach of the face-to-face live workshop. However, certain limitations and requirements are good to keep in mind.

RECRUITING THE PARTICIPANTS

The recruiting of participants on a remote workshop requires different approach than to recruiting for a face-to-face live workshop. The main challenge with recruitment is higher probability of participants to cancel or not show up during the session. One of the approaches to avoid this is to personally contact each participant, send them the agenda and exercises beforehand, and send participants with regular reminders before the session.

GETTING FAMILIAR WITH THE TOOLS

A remote workshop can be built and run in many different ways. Depending on the audience, the facilitator can pick a remote working tool that is similar to a live workshop exercise e.g. whiteboards, sticky notes and group working templates. However, the use of the tools can be unfamiliar for many. That is why the facilitator needs to introduce the audience with the tool. Starting the workshop with an ice breaking exercise is a good way to set the right kind of mood to the workshop, but also learn the use of the workshop tools.

DURING THE WORKSHOP

The challenge of activating the workshop participants on a remote setting can be difficult, if the audience is not familiar with each other. The facilitator needs to build the exercises in a way that all participants will have a chance to use their voice, and all participants have the opportunity to comment on their choices. The exercises are important, but the discussions around the topics are at least as important. The facilitator needs to timestamp the workshop agenda so that there is enough room for good discussions too. A general rule of thumb in co-creation sessions is that usually it makes sense to have a little less exercises and a little more of discussion.

AFTER THE WORKSHOP

After the workshop, the facilitator gathers the data from the exercises and reports them forward for analysis and reporting. As the dicussions are also very important, the facilitator can also record the exercises and further transcribe and analyse the discussions held during the workshop.

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4. Execution.

Conducting the business design co-creation workshops.

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4.1. Execution module

In the execution module, the business design team will handle all practicalities in regards to to recruitment of participants, preparing for exercises, running the exercises and reporting of results and findings.

In the previous module, the business design team decided the right approach and scope for how the business challenge could be solved with a co-creation approach.

With the jointly agreed approach in mind, the business design will start the practical planning and execution of the co-creation workshops.

THE DELIVERABLE

- Business design co-creation workshop facilitation

BUSINESS DESIGN TEAM

- Business designer
- Service designer

METHODS

- Remote virtual co-creation setting with Teams + Mural

TIMELINE

- 1-4 weeks depending on complexity.

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4.2. Recruitment & invitations

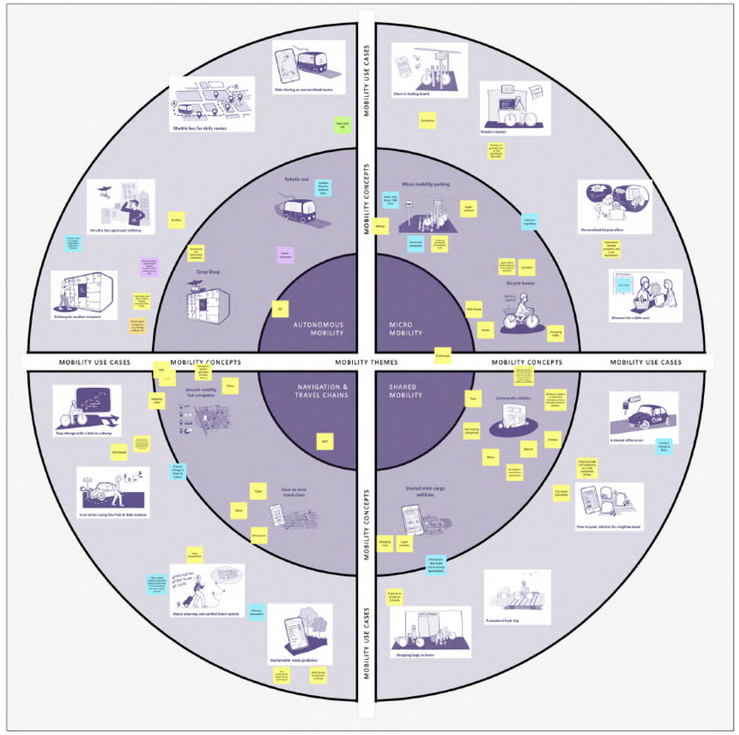
During the business design co-creation workshop, the business design team recruited the participants with various methodology. During the internal workshop, the participants were picked with the help of the research team from KONE's internal teams. After the initial phase, the recruitment was conducted with the results from the previous phase.

PROCESS

The participants for the internal workshop were hand-picked by the research team from the internal KONE roster. Once the internal workshop was held and the results were analysed, the business design team was able to formulate the list of potential external stakeholders to invite to the external stakeholder workshop.

The external stakeholder workshop participants were recruited with a plan that included a shortlist of potential business partners whose input was deemed as valuable for the set information requirements. All the potential participants were contacted personally and invited to the remote workshop. The invitation process included e-invitations, instructions, online calendar updates and reminders for the participants.

The citizen workshop participants were recruited with an online recruitment campaign. The business design team reached out to the local citizen discussion groups on Facebook with recruitment posts. The team also ran a paid online recruitment advertising.



CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

A stakeholder mapping exercise was held during the internal stakeholder workshop. In this exercise, the participants could ideate with potential business partners that could take part in the following external stakeholder workshop.

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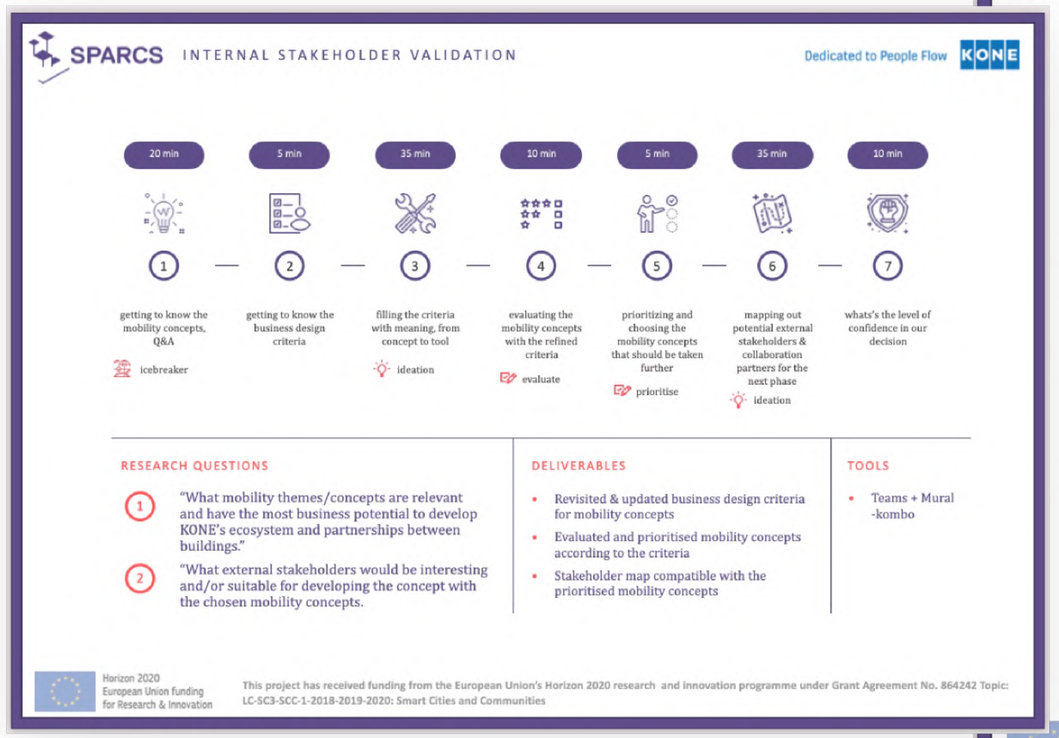
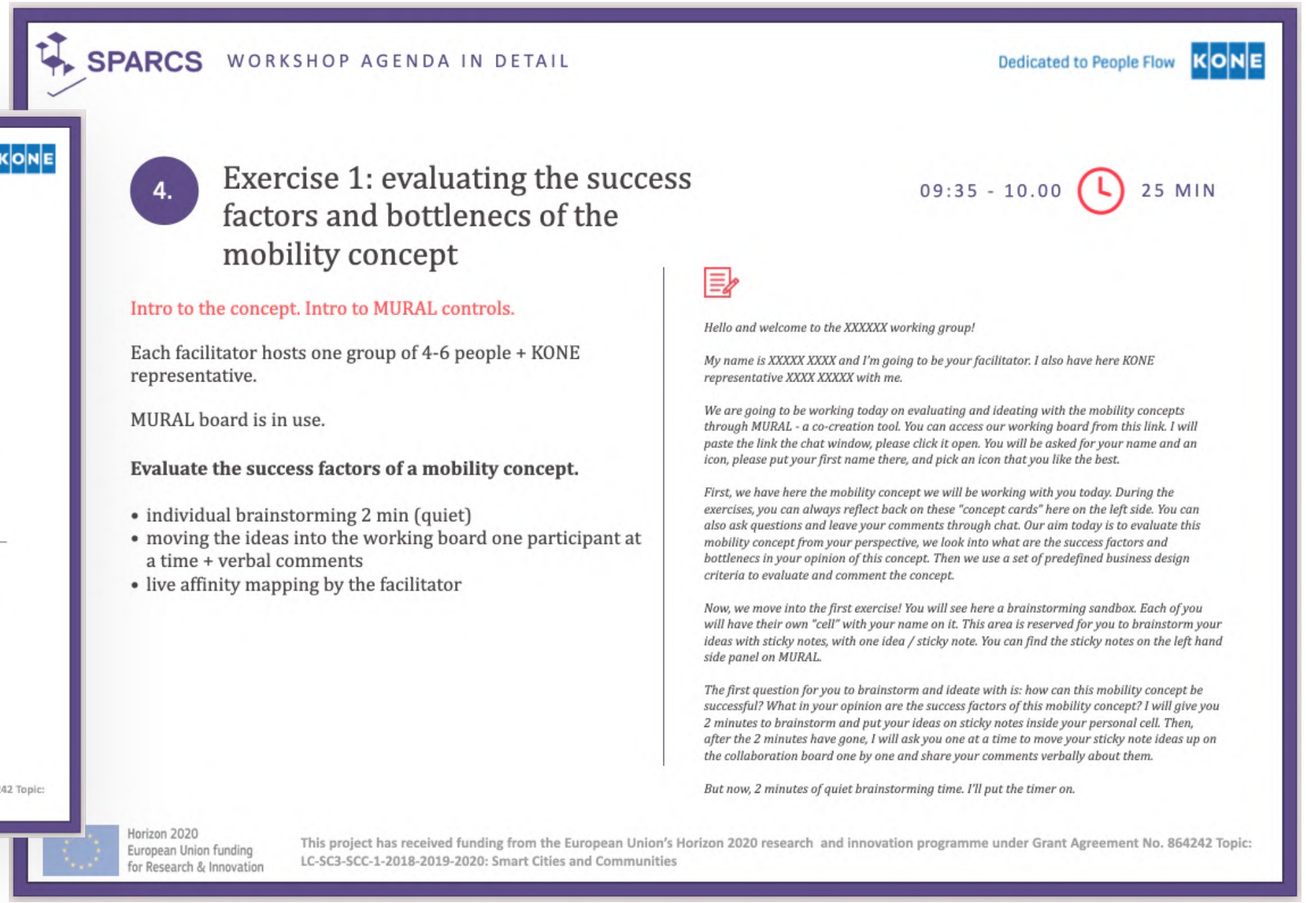
4.3. Facilitation





The facilitation methods and approaches for the co-creation workshops were detailed in each workshop plan. The whole timeline for the working session was timestamped, and facilitation talking points and instructions were documented for supporting the smooth progress of each working session.

CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

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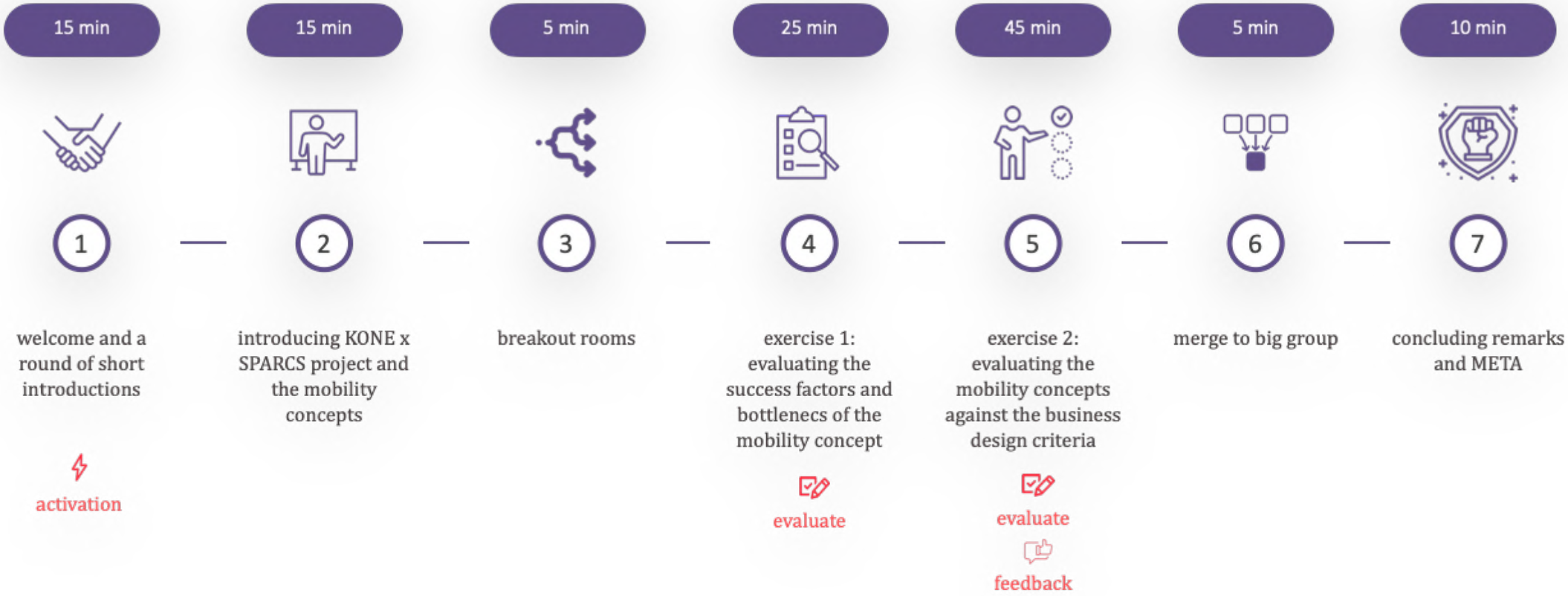
4.4. Process for facilitation

In the following example, a co-creation workshop on a remote format is constructed with exercises, intro's and feedback included.



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4.5. Facilitation tips

INTRO

It's nice to get everybody on the same page about the agenda of the workshop. After showing what's ahead, participants are expecting a round of introductions to get to know everybody. This part is usually very uncomfortable and might take time. You may think of alternative ways with which you can let people share who they are, and possible break the ice with a fun exercise.

INSTRUCTIONS

As many are not familiar with remote working tools or collaborative workshop methods, it its important that the facilitator provides the participants with clear instructions on how the different exercises will be done. Some participants might feel hesitant to participate if the tool they are using is something they haven't used before. In this case, it might be a good idea to add a "sandbox" area in the workshop collaboration tool, where participant can try different tools out and make notes freely.

ACTIVATIONS

Some participants are not as vocal as others. It is important that the exercises are built in a way that everyone's voice is heard. Usually a silent ideation where all ideas count is a good way to start a new exercise. When all ideas have been laid down, it is easier to discuss them.

FEEDBACK

Gathering feedback from the exercises is very important. If you feel that participants might not be able to give feedback after the event, you could make filling in the feedback form as a part of the workshop experience.

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5.

Analyse & report.

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5.1. Analyse & report module

In the analyse & report module, the business design team will make use of the insight uncovering approach, and decide the optimal approach for final analysis and reporting.

The business design team will have a chance to examine and discuss the co-creation workshop results in the insights uncovering meeting. During this meeting, the team will finally decide what areas will be examined in more detail in upcoming analysis & reporting. The insights uncovering phase can also serve as an extended group session where other stakeholders can be invited to take a look at the results and discuss next steps.

THE DELIVERABLE

- Final analysis and reporting of the co-creation workshop

BUSINESS DESIGN TEAM

- Business designer

METHODS

- Business model development / business design tools
- Business model analysis / co-creation tools

TIMELINE

- 1-3 weeks depending on complexity.

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5.2. Insights uncovering

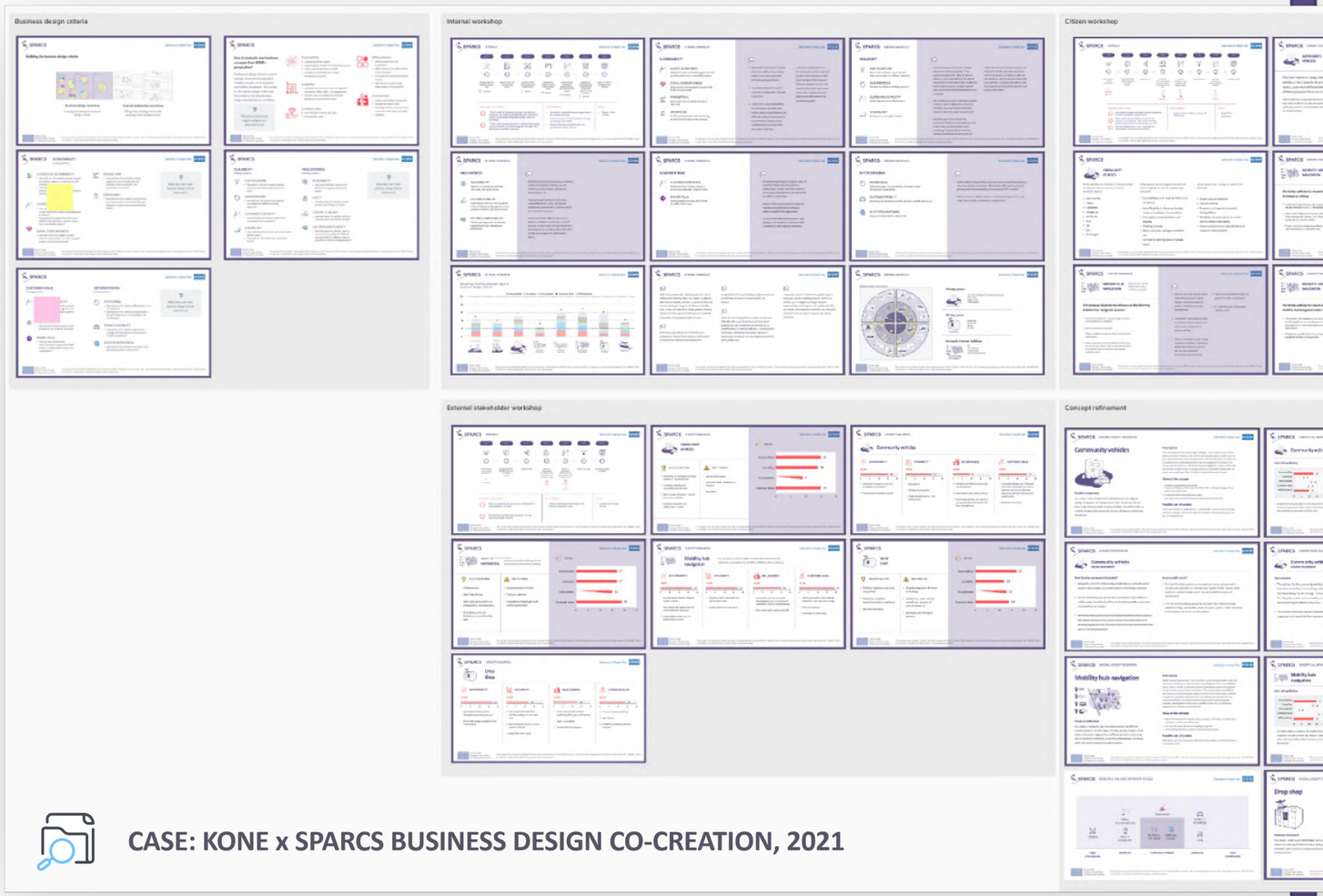
The insights covering workshop is the first step in looking at the initial results of the workshop with the team. Usually, the results and reports from the workshops are gathered and put together thematically before conducting the final analysis. In this way, the whole team can help interpret interesting or important areas that need to be examined, and also leave out areas that feel less important.

TOOLS

Mural

PROCESS

The business design team gathers data from the workshops and categorises it thematically. Different data sources can be shown in this exercise. Participants in the insights uncovering sessions go through the data and share ideas and remarks about interesting findings or areas that need to be examined further.



CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

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5.3. Analysis

During the final part of the process, the business design team looks at the calibrated data and conducts the final analysis of the workshops. The data from the workshop is usually processed through a research platform or tool for forming a local theory about the findings.

PROCESS

The business design team gathers the results from the workshop exercises and summarises the discussion that were held during the workshops. This data is put together on a research platform for building a set of findings in a form of a research report.

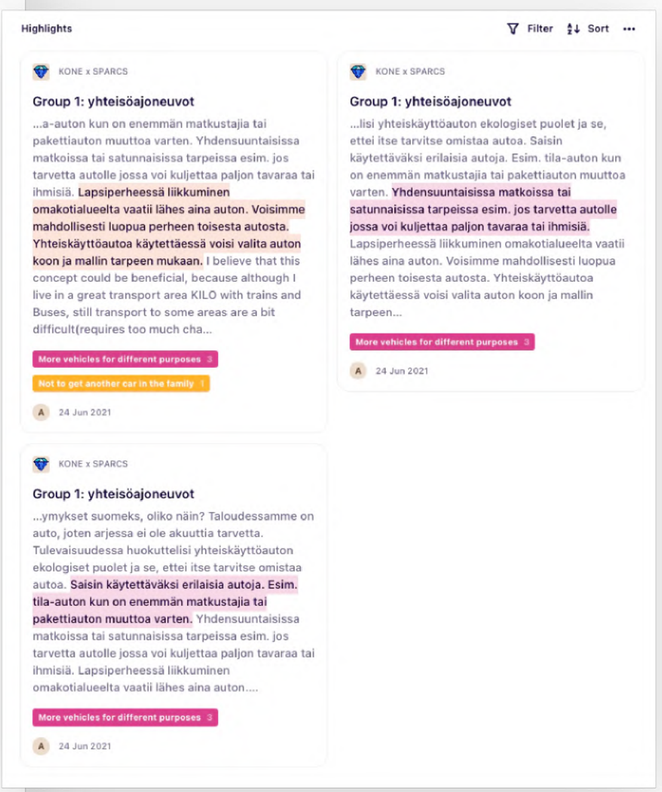
METHODS

The analysis method is a combination of affinity mapping and open & selective coding.

Group 1

- Partnerships with sustainability likeminded and complementing technologies
- KONE can help customers to reach their carbon targets and promote sustainability in a way that improves the "Triple Bottom Line (planet, people, profit)
- partners act sustainably
- KONE's role in all these areas of sustainability
- I think KONE's view/target/pledge on Environment are rather clear, having carbon neutral operations by 2030. We could also try to push our customers more towards carbon neutral buildings or promote the end users in some way.

Speaker 1 [00:34:42]: Well, often they talk about, when they're talking about sustainability, that you have the three pillars, maybe like environmental, social, and economical. And I think our environment pledges are maybe more straight-forward, looking onto have carbon neutral operations, I think by 2030... from an economical point of view the business needs to run smoothy. We have shareholders that want their money, so, we need to be profitable as well. So, sustainable there. But I think on a social front we are promoting some of this inclusion in the work force and some of these things related to that. However I think that we could at such a big company also maybe have a more active role in maybe supporting organisations that promote like good working rights, or... I don't know, the conditions in our factory are maybe well but are there certain countries where we should have a harder stance on what is happening there? But then, of course, it's also fine line being politically engaged or... but I think we could, and should as such a big company, have also a contribution more towards the social sustainability, and have an impact there, improving the world.



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5.4. Final results

CASE: KONE x SPARCS BUSINESS DESIGN CO-CREATION, 2021

As a result of the KONE x SPARCS business design co-creation project, the business design team gathered insights that helped them pinpoint the mobility concepts that were deemed as most promising from the four lenses of innovation perspective.

During the business design process, the team started with eight (8) mobility concepts, that were first evaluated and prioritised during the internal co-creation session. As a result, the team dropped out four concepts and redefined the most potential ones so that three (3) mobility cases remained to be evaluated in the next external stakeholder session. During the citizen co-creation session, the participants had a chance to evaluate the remaining two (2) mobility concepts.

Deliverables from the business design process

A creation of a business design co-creation framework to work as an approach for tackling business design challenges together with customers, end-users, stakeholder groups and communities.

The evaluation and prioritisation of the predefined mobility concepts, and further analysis and elaboration of the most prominent ideas.

Redefined Community vehicles and Mobility hub navigation concepts.

SPARCS

Sustainable energy Positive & zero cARbon CommunitieS

Thank you!

Do you have questions, feedback or improvement ideas for this handbook? Please, be in touch with the authors:

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