EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND
Interreg Baltic Sea Region

ECOLABNET

DESIGNING TRANSNATIONAL RDI SERVICES TO SUPPORT ECO-INNOVATIONS IN MANUFACTURING SMES

Miia Lammi & Sanna Peltonen
Vaasa University of Applied Sciences, Design Centre MUOVA

EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND
Interreg Baltic Sea Region
ECOLABNET

PURPOSE OF THE REPORT

This visual report comprises the service design process carried out 2019-2020 in ECOLABNET project (funded by EU ERDF, Baltic Sea Region). VAMK University of Applied Sciences, Design Centre MUOVA was responsible for coordinating the service design process and operated as an expert in service design. Design Centre MUOVA has studied and utilised service design in business since 2007.

This report includes presentation service design process in Ecolabnet project. The service design process covered the creation of user personas, idea generation based on user personas, and the development of service journeys i.e. service processes for manufacturing SMEs and intermediary organisations.

30th September 2020, Vaasa, Finland

Miia Lammi and Sanna Peltonen | VAMK Design Centre MUOVA

CONTENT OF THE REPORT

1 Aims of the Ecolabnet project

2 Service design process in the Ecolabnet project

3 User personas for SMEs and intermediary organisations

4 Service ideas for user personas

5 Service journeys of RDI services for eco-innovation

6 Join in the network

AIMS OF THE ECOLABNET PROJECT

1 Boost ecological innovations in manufacturing companies

Increase competences in eco-innovations among small and medium-size manufacturing companies

Produce demonstrations of eco-innovations to show different strategies of ecological innovations

Organise and participate in events for companies and increase their knowledge about eco-innovations

2 Create a network of service providers for eco-innovations

Create easy access to transnational research and test infrastructures and expertise

Create collaboration models for companies, service providers and intermediary organisations

Increase collaboration competences in research and development organisations

PURPOSE OF DESIGNING RDI SERVICES

- Manufacturing small and medium size companies (SMEs) have limited resources for collaborating with research, development and innovation organisations (RDIs) such as universities and consultant agencies.
- Efficient, user-friendly and desirable RDI services enable SMEs to have access to high-level expertise, recent research knowledge and RDI facilities.
- SMEs have diverse needs for support and therefore RDIs need to support ecological innovations throughout the value chain.
- Intermediary organisation (Ios) such as local, regional and national business developers have important role in facilitation of knowledge transfer.

SERVICE DESIGN PROCESS IN ECOLABNET

Developing RDI services for manufacturing SMEs and intermediary organisations (IOs)

SERVICE DESIGN

Is multidisciplinary service development through design processes and design methods.

Aims to improve service experience of service users (both service provider and customer).

Develops the service process and service elements (immaterial and material) i.e. touchpoints

SERVICE DESIGN PROCESS

SERVICE DESIGN ACTIVITIES IN ECOLABNET

- A survey and interviews studied the needs of SMEs for supporting eco-innovation and the role of intermediary organisation in development.
- Based on the research, user personas were created and used for guiding and inspiring the service idea generation.
- In idea generation, the messages and support activities were elaborated for each user personas in the ECOLABNET workshop 28.11.2019
- We crystallized messages for creating the change in SMEs and the ways of supporting their eco-innovation practices. The needs for expert services and collaboration activities were included in the service ideas from SME survey.
- The service ideas were categorised based on the nature of the service (information, networking and expert services).
- Suitable intermediary personas were added to service ideas as potential collaboration partner.
- Service journeys were built in an online workshop 28.4.2020.

SERVICE DESIGN PROCESS IN ECOLABNET

	QUANTITATIVE AND QUALITATIVE STUDIES	USER PERSONA	SERVICE IDEAS FOR USER GROUPS	EVALUATION OF IDEAS
SMEs - small and medium sized manufacturing companies	Discovering needs and wishes of manufacturing companies for expertise and support in eco-innovation	Grouping similar manufacturing SMEs based on their motivation and needs	1. Creating messages and support activities for user personas of SMEs 2. Including RDI services and collaboration activities 3. Regrouping services 4. Adding main user groups	Testing the feasibility of service ideas within ECOLABNET project team
IOS - Intermediary organisations	Discovering needs and wishes of intermediary organisations for ECOLABNET as an expert network	Grouping similar intermediary organisations based on their motivation and needs		

SERVICE DESIGN PROCESS IN ECOLABNET

USE PROCESSES	EVALUATION & PRIORITIZATION	COLLABORATION TOOL	SERVICE PACKAGES	DEVELOPMENT PROGRAM
Generating use processes of ECOLABNET services including transnational collaboration of RDIs, SMEs and IOs	1. Evaluating service ideas and processes with SMEs and intermediary organisations 2. Choosing ECOLABNET services	Developing the virtual tool for collaboration between RDIs, manufacturing SMEs and intermediary organisations	Developing transnational service packages for supporting manufacturing SMEs and intermediary organisations	Planning and implementing development activities in order to foster competences and practices related to cooperation with SMEs

PERSONA CREATION

User profiles of manufacturing SMEs and intermediary organisations

EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND
Interreg Baltic Sea Region
ECOLABNET

SERVICE DESIGN METHODS:

USER PERSONA

A fictional and preferably research-based profile describing a user group

Includes users with similar interest

Guides and inspires service development

See Stickdorn and Schneider (2010). This is service design.

Example

Forerunner dedicated to boating

I value creativity, freedom, curiosity and independence. My boat should tell about me as a boater and it is important that my boat stands out from other boats.

I value action more than money. Therefore, I prefer to do some things myself rather than buy ready-made products from the store. This is how I get my boat exactly the way I want it to be.

I value excitement, adventure and variety in my life. I like testing my boating skills and winning over myself. I appreciate a fast and high-performance boat so I can boat in challenging conditions.

Because I stay a lot in the boat and often travel overnight in the boat or on land, I appreciate the comfortable overnight accommodations, WS, cooking and entertainment facilities.

© MUOVA 2009 Envisioning services and products for boating. Research funded by Tekes

STEPS IN PERSONA CREATION

Survey

- Persona creations was taken into account in survey design
- Data was collected in 6 European countries during 2019

Analysis

- Quantitative data analysis
- Factor analysis
- Cluster analysis

Persona creation

- Different user groups with the similar needs and behavior were crystalized into user personas

TWO TARGET GROUPS

1 SME companies

Focus on motivating factors, barriers and eco-innovation specific development areas (within the next 3 years)

Data included 296 valid responses

6 clusters

2 Intermediary organisations

Focus on the role and expertise of the intermediary organization in supporting SMEs' eco-innovation activities

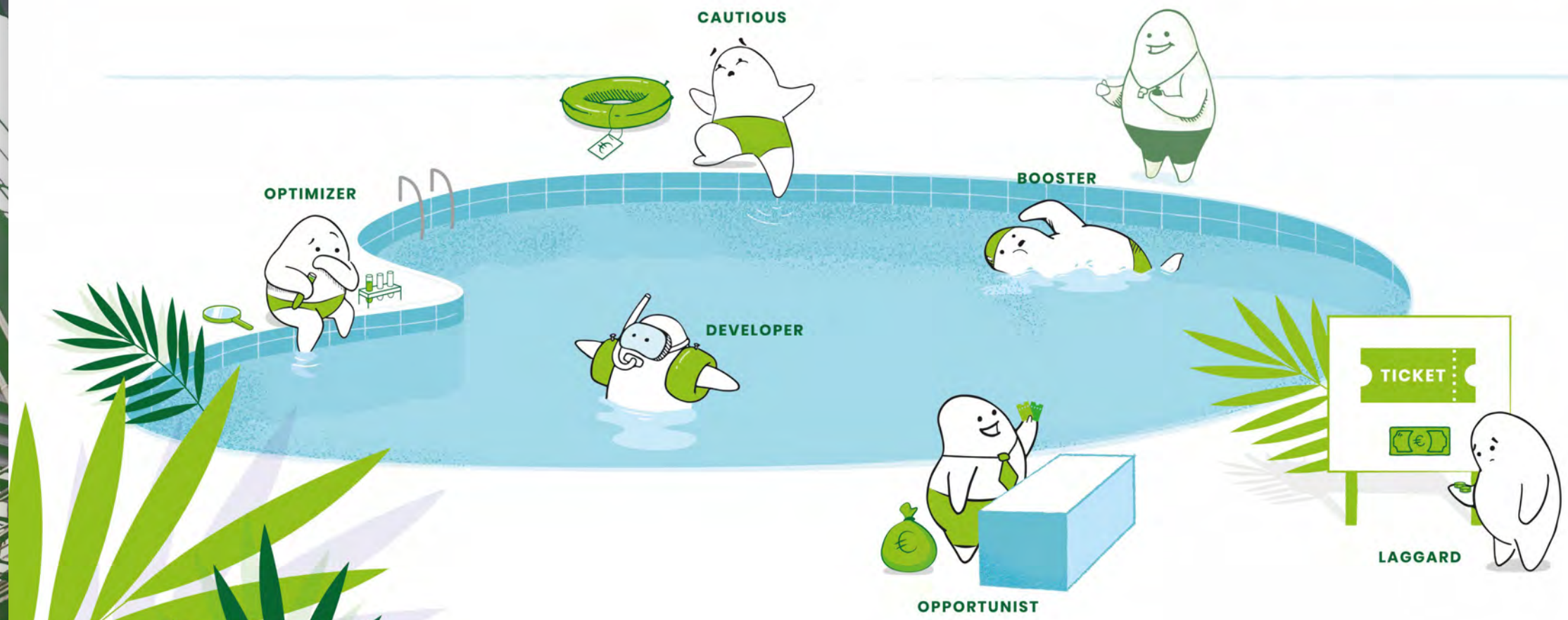
The data included 106 valid responses

3 clusters

SME USER PERSONAS

“Let's go to pool, Eco-innovation pool!”

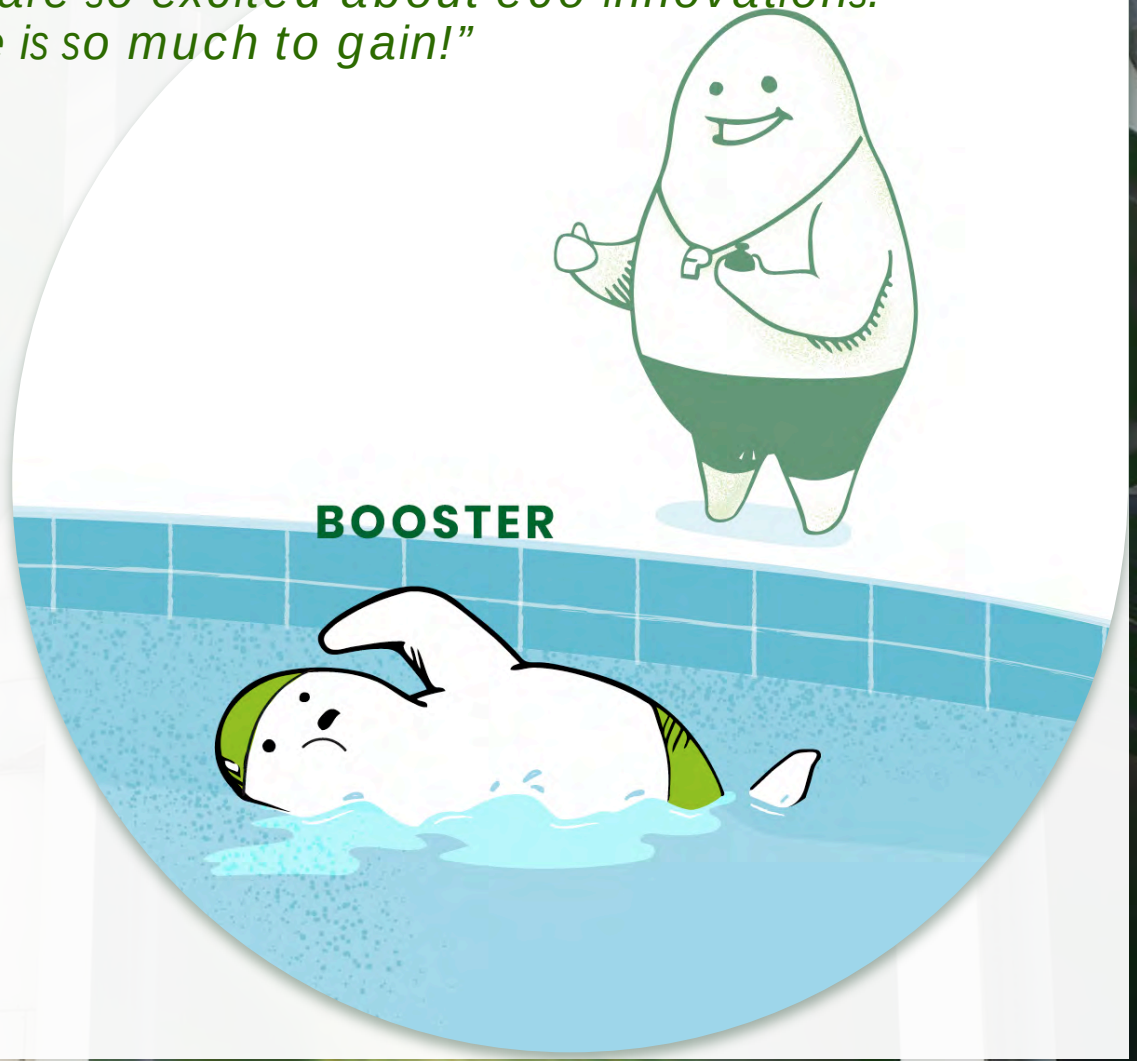
VISUALISATION OF SMES AS USER PERSONAS



ECO-BOOSTER

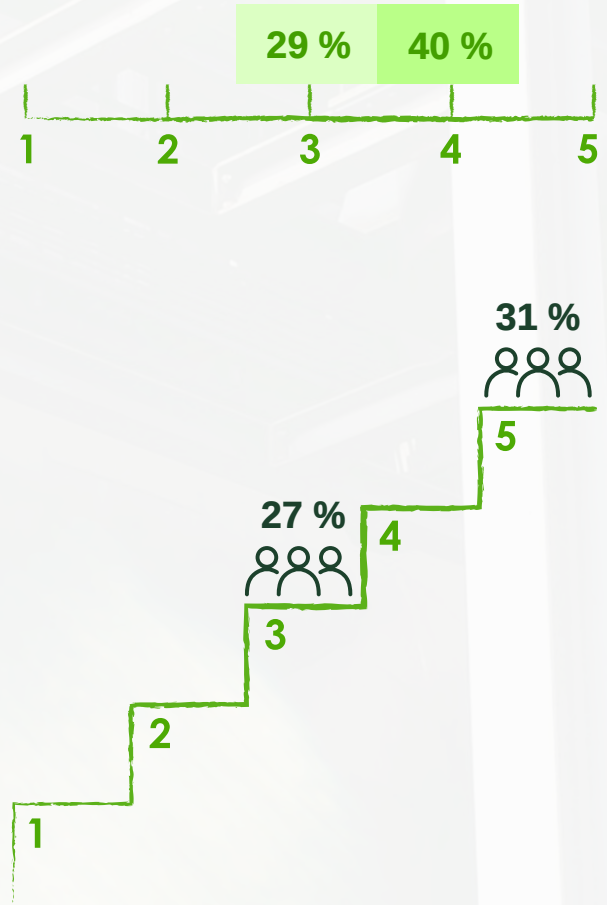
- Eco-boosters are highly motivated in developing eco-innovations
  - To satisfy customer needs
  - Efficient use of resources
  - Strengthening corporate brand image
- Main barriers
  - Lack of capital
  - Certification costs
  - Limited access to external knowledge
- Companies have several focus areas covering whole company
  - Business
  - Development
  - Techonology/Production

”We are so excited about eco-innovations. There is so much to gain!”



ECO-BOOSTER

- Companies evaluate their knowledge in eco-innovation as **Medium/high**
- Companies see the eco-innovation stage as **Medium/high**
- Size of the company
  - Micro (up to 9 employees) 56,3 %
  - Small (10-49 employees) 33,3 %
- Industry
  - Food products 18,8 %
  - Not in manufacturing 16,7 %
  - Other manufacturing 12,5 %



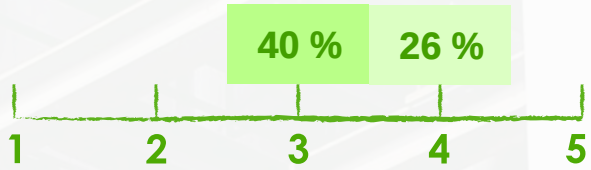
ECO-OPPORTUNIST

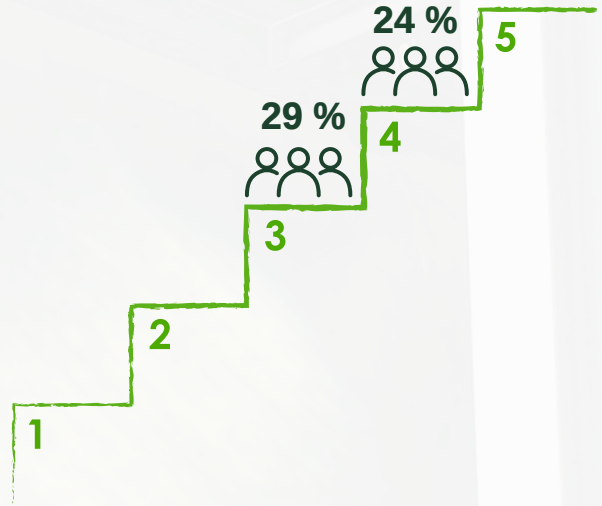
- Eco-opportunists are not interested in developing eco-innovations, unless they can provide
  - Potential business opportunities
  - Efficient use of resources
  - Reduction of environmental effects on the business operations
- No major barriers, but mainly
  - Lack of capital
  - Limited access to external knowledge
  - Lack of suitable tools and methods
- Only focus areas
  - Business (value chain assessment)

"If there is business, we are in!"

ECO-OPPORTUNIST

- Companies evaluate their knowledge in eco-innovation as **Medium/high**
- Companies see the eco-innovation stage as **Medium/high**
- Size of the company
  - Micro (up to 9 employees) 50,0 %
  - Small (10-49 employees) 21,1 %
  - Medium (50-249 employees) 21,1 %
- Industry
  - Not in manufacturing 36,8 %
  - Machinery and equipment 10,5 %
  - Other manufacturing 10,5 %

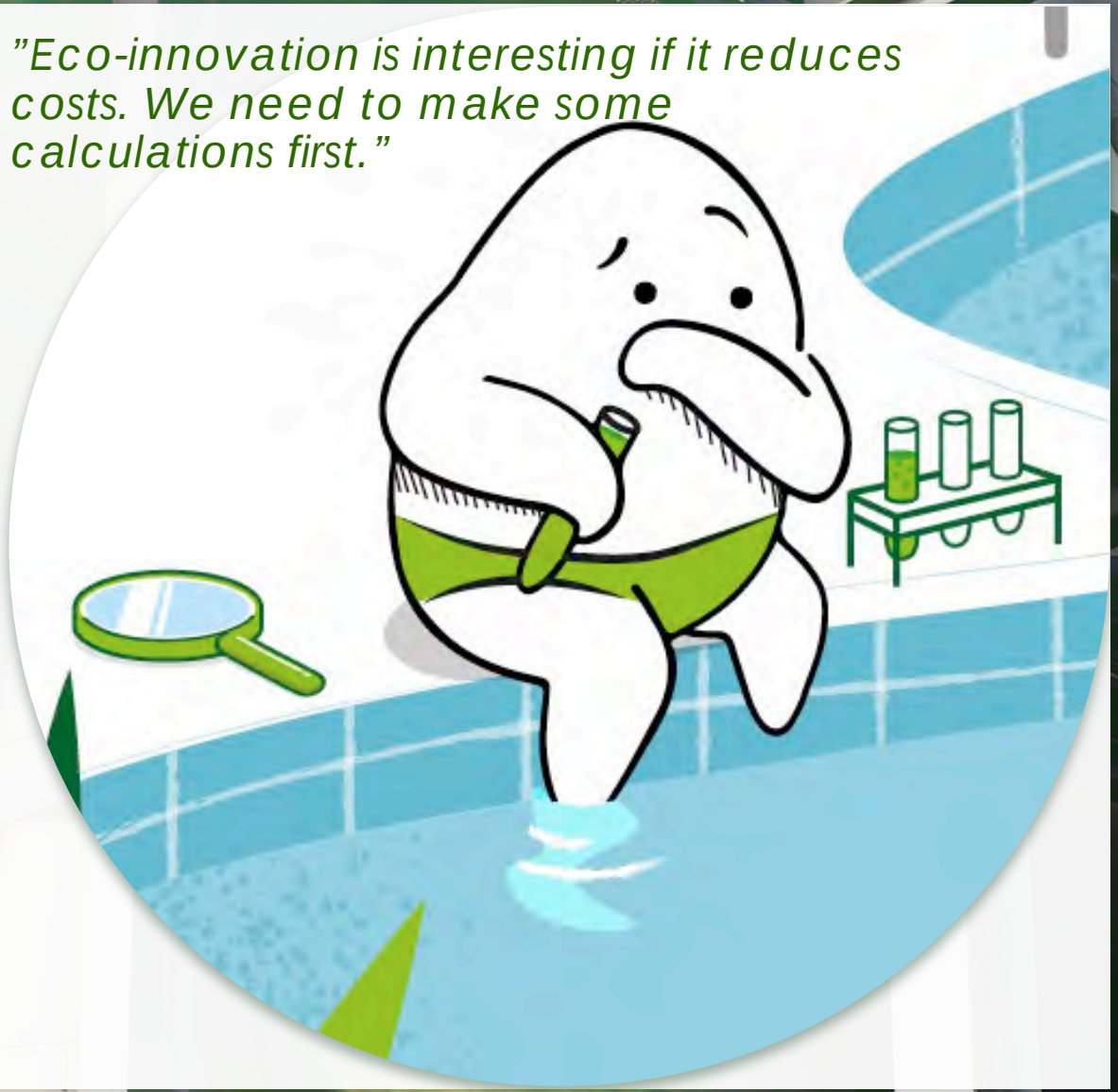




ECO-OPTIMIZER

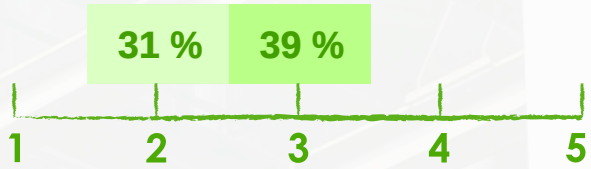
- Eco-optimizers are interested in eco-innovations mainly for cost reduction
  - Cost reduction
  - Efficient use of resources
  - To satisfy customer needs
- No major barriers, but mainly
  - Lack of alternative materials
  - Lack of capital
  - Uncertain return on eco-innovation investment
- Only focus areas
  - Technology/Production (Increasing efficiency)

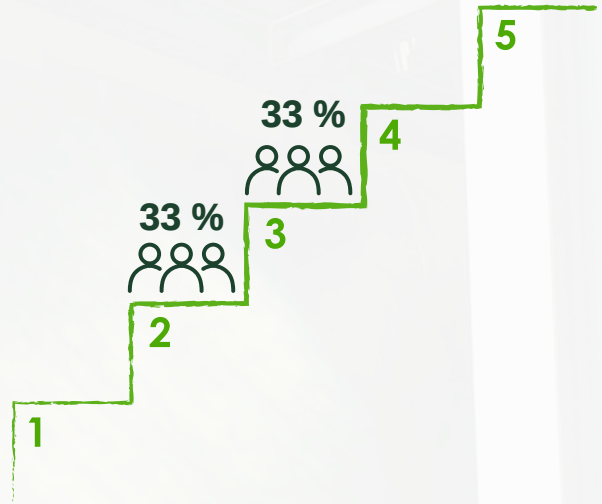
”Eco-innovation is interesting if it reduces costs. We need to make some calculations first.”



ECO-OPTIMIZER

- Companies evaluate their knowledge in eco-innovation as **Medium/low**
- Companies see the eco-innovation stage as **Medium/low**
- Size of the company
  - Micro (up to 9 employees) 41,7 %
  - Small (10-49 employees) 36,1 %
  - Medium (50-249 employees) 19,4 %
- Industry
  - Other manufacturing 19,4 %
  - Machinery and equipment 13,9 %
  - Food products 13,9 %





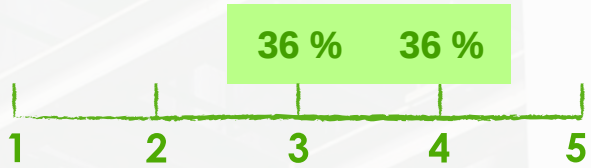
ECO-DEVELOPER

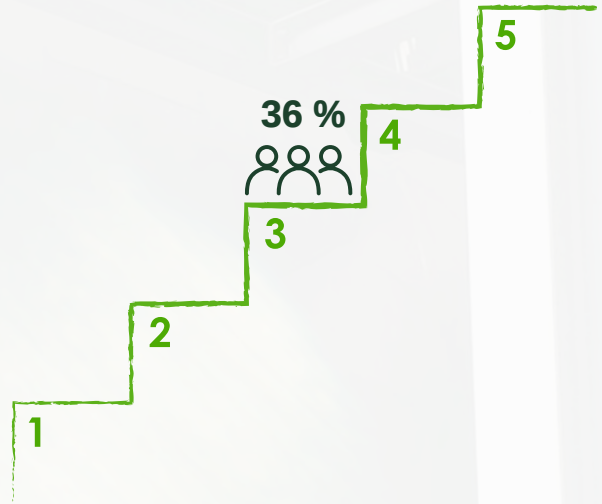
- Eco-developers are interested in eco-innovations mainly for Differentiation and brand image
  - To satisfy customer needs
  - Differentiate from competitors
  - Efficient use of resources
  - Strengthening corporate brand image
- No major barriers, but mainly
  - Lack of capital
  - Lack of alternative materials
  - Uncertain return on eco-innovation investment
- Focus areas cover
  - Business
  - Development
  - Technology/Production

”There are so many exciting things to do with eco-innovation!”

ECO-DEVELOPER

- Companies evaluate their knowledge in eco-innovation as Medium/high
- Companies see the eco-innovation stage as Medium
- Size of the company
  - Micro (up to 9 employees) 40,0 %
  - Small (10-49 employees) 29,1 %
- Industry
  - Rubber and plastic products 21,8 %
  - Machinery and equipment 18,2 %
  - Other manufacturing 14,5 %

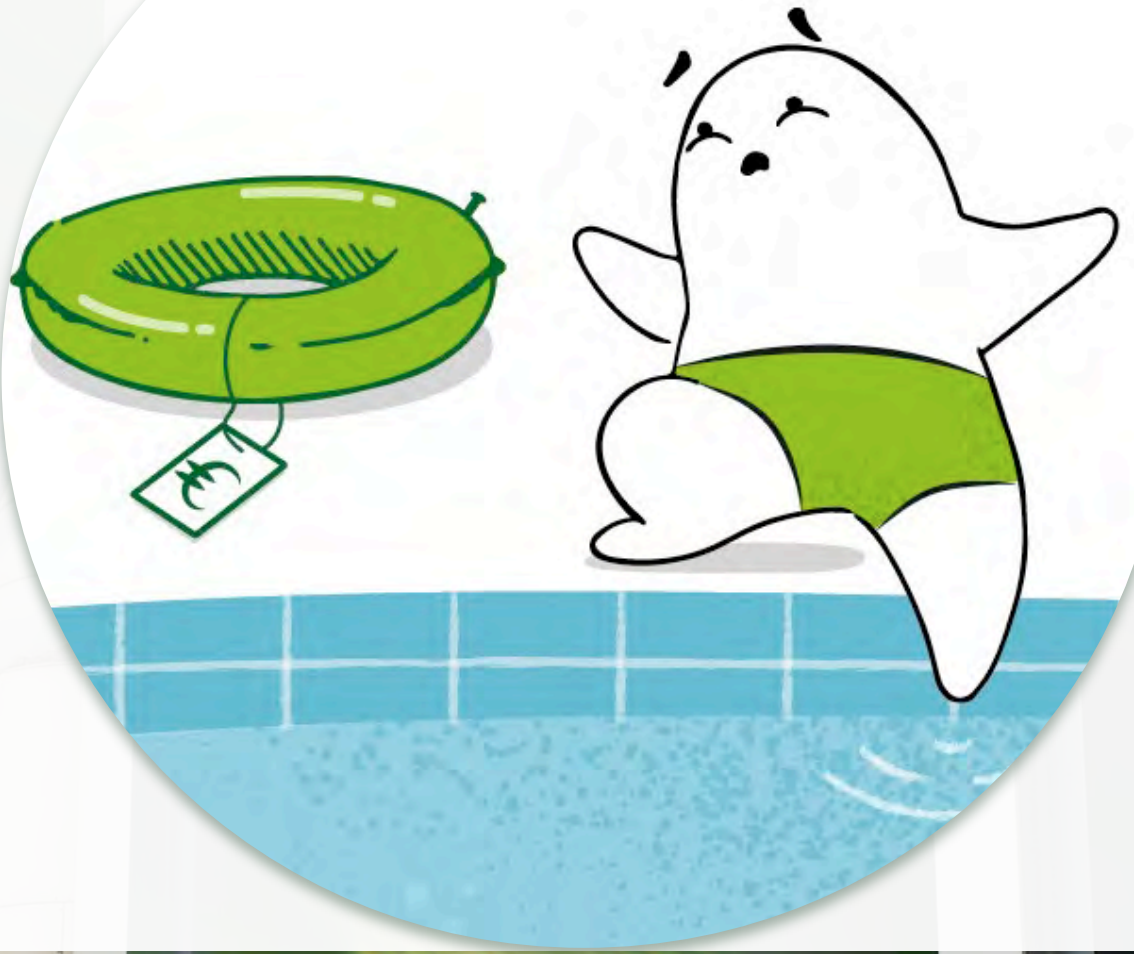




ECO-CAUTIOUS

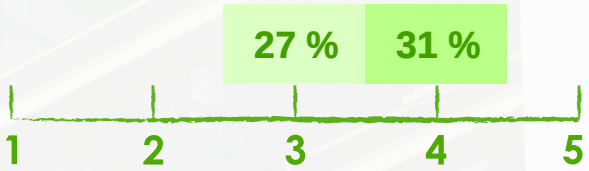
- Eco-cautiouses are interested in eco-innovations mainly for Differentiation and brand image as well as Reducing costs and resource use
  - To comply with legislation
  - Differentiate from competitors
  - Strengthening corporate brand image
  - Cost reduction
- Financial uncertainty of eco-innovation is the major barrier
  - Uncertain return on eco-innovation investment
  - Lack of capital
  - Uncertain demand from the market
  - Lack of in-house expertise
- No important Focus areas

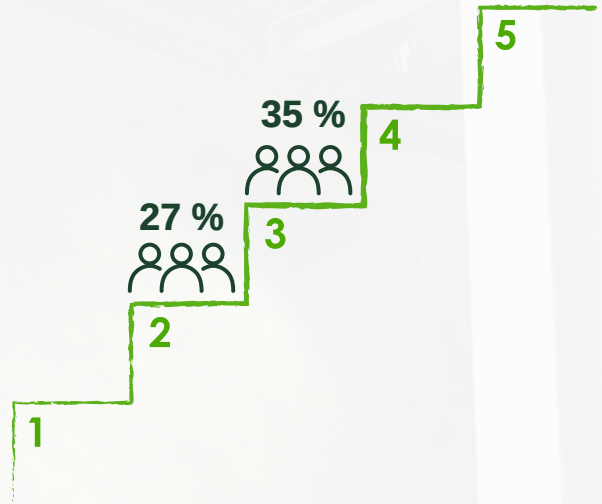
”Eco-innovation is good for the company brand! But is it worth it?”



ECO-CAUTIOUS

- Companies evaluate their knowledge in eco-innovation as **Medium/high**
- Companies see the eco-innovation stage as **Medium/low**
- Size of the company
  - Micro (up to 9 employees) 53,8 %
  - Small (10-49 employees) 23,1 %
- Industry
  - Not in manufacturing 23,1 %
  - Wearing apparel 15,4 %
  - Food products 11,5 %
  - Machinery and equipment 11,5 %





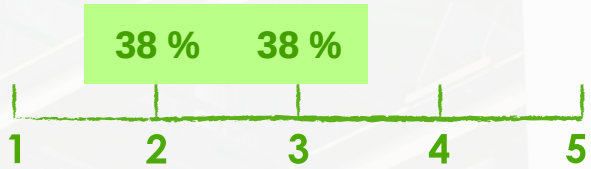
ECO-LAGGARD

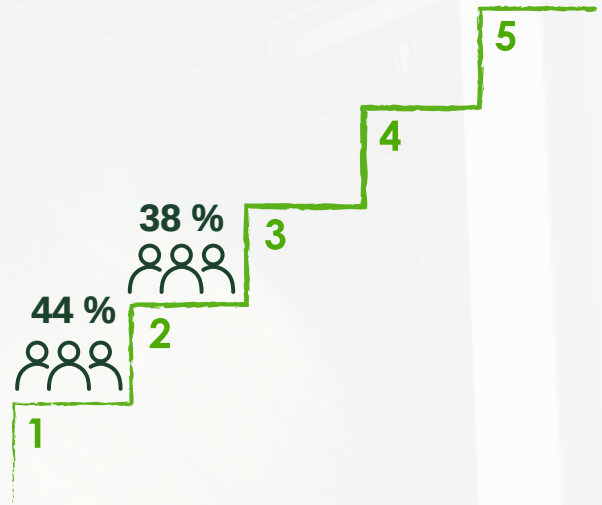
- Eco-laggards are interested in eco-innovations mainly for reducing costs and resource use
  - Cost reduction
  - To comply with legislation
  - Efficient use of resources
- Legislation and certification costs as well as financial uncertainty of eco-innovation are the major barriers
  - Uncertain return on eco-innovation investment
  - Uncertain demand from the market
  - Certification costs
  - Legislative demands
- No important Focus areas

"Yes, but we need to think about financial issues.."

ECO-LAGGARD

- Companies evaluate their knowledge in eco-innovation as **Medium/low**
- Companies see the eco-innovation stage as **Lowest stage**
- Size of the company
  - Micro (up to 9 employees) 12,5 %
  - Small (10-49 employees) 18,8 %
  - **Medium (50-249 employees) 62,5 %**
- Industry
  - **Not in manufacturing 31,3 %**
  - Fabricated metal products 18,8 %
  - Computer, electronic and optical products 18,8 %

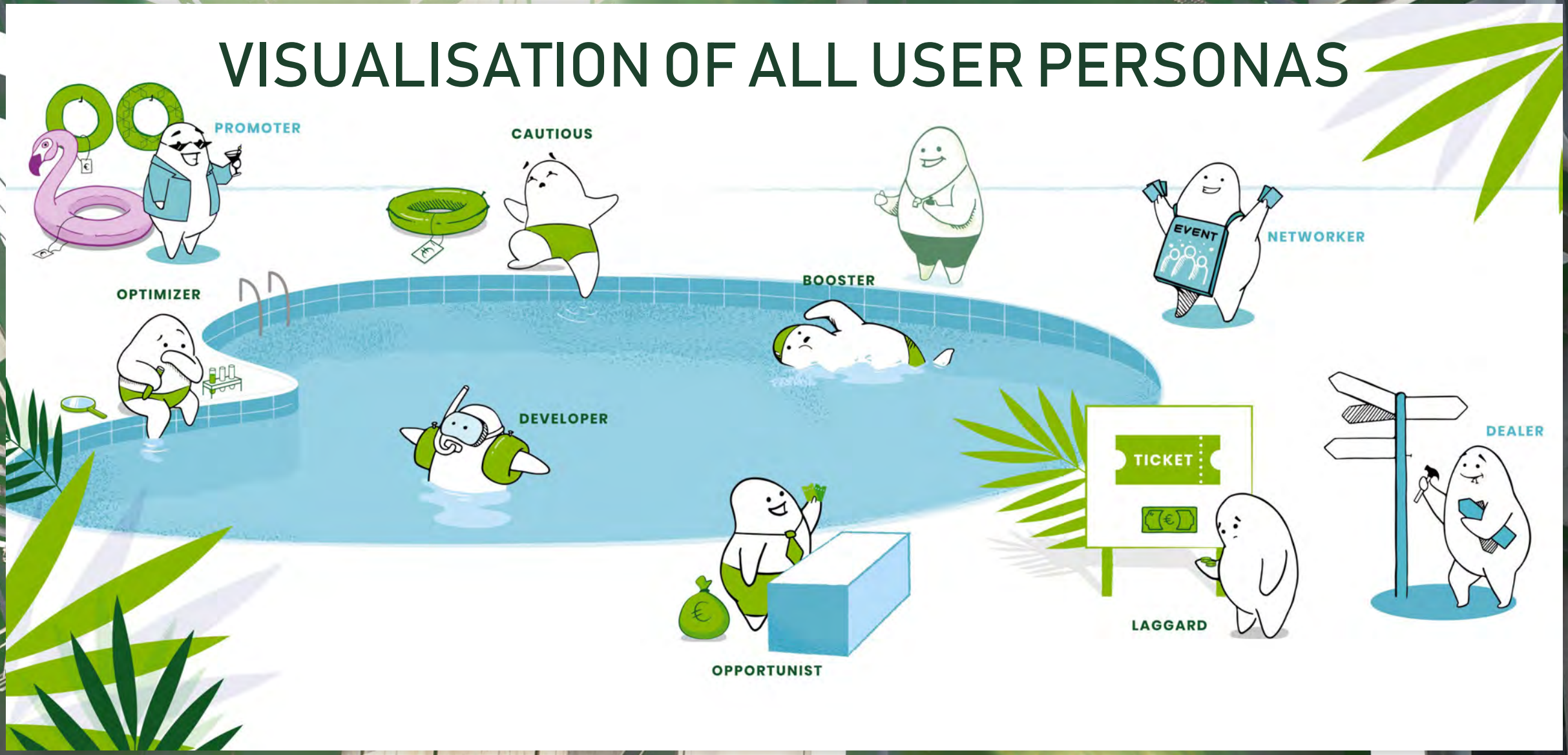




USER PERSONAS FOR INTERMEDIARY ORGANISATIONS

"Let's meet at the pool, Eco-innovation pool!"

VISUALISATION OF ALL USER PERSONAS



PROMOTER

- In providing eco-innovation support services, the most important **roles** for Promoters are
  - Commercialisation
  - Fostering networking and partnerships
  - Branding and legitimation (e.g. creating distinct brand and social acceptance)
- Main fields of expertise
  - Potential business opportunities
  - To satisfy customer needs
  - Differentiating from competitors
- Main partners
  - Commercial consultants
  - Universities and research institutions
  - Regional business development organizations

”Commercialisation and branding? – We can help you with our business network!”

NETWORKER

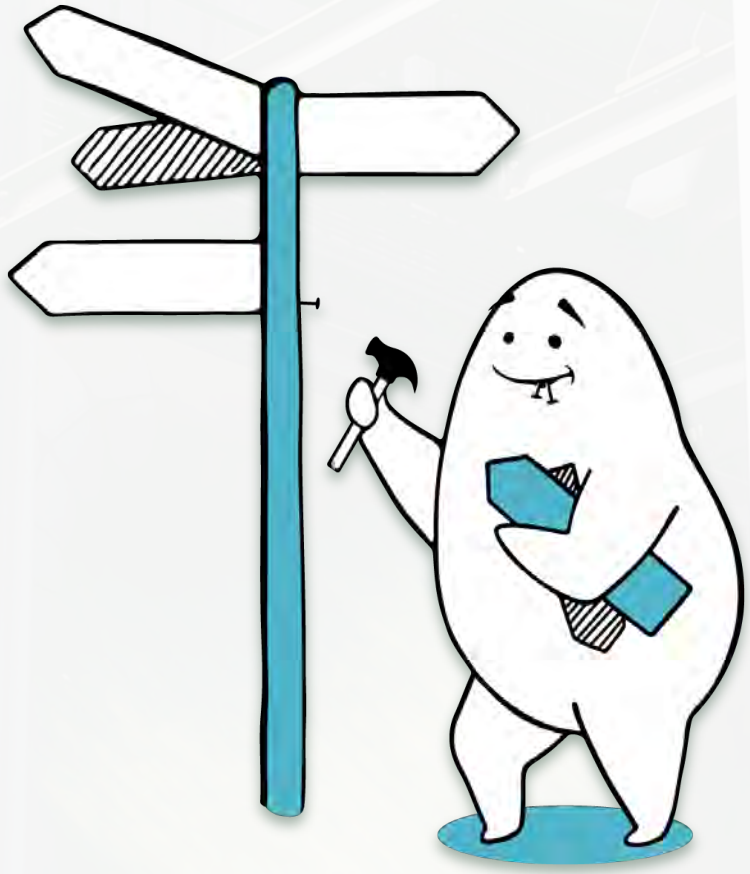
- In providing eco-innovation support services, the most important **roles** for Networkers are
  - Fostering networking and partnerships
  - Information gathering and dissemination
  - Forecasting and road mapping (e.g. providing avenues for firms in eco-innovation)
- Main fields of expertise
  - Efficient use of resources
  - Reduction of environmental impact on business operations
  - Cost reduction
  - Potential business opportunities
- Main partners
  - Regional business development organizations
  - Universities and research institutions

”Networking and information? – We support you also in eco-innovations.”

DEALER

- In providing eco-innovation support services, the most important **roles** for Dealers are
  - Providing access to financial, human and knowledge resources for eco-innovation
  - Commercialisation
  - Fostering networking and partnerships
  - Information gathering and dissemination
- Main fields of expertise
  - To satisfy customer needs
  - Potential business opportunities
  - Meeting stakeholder expectations
  - Differentiating from competitors
- Main partners
  - Universities and research institutions
  - Industry associations

”Developing eco-innovations? – We can provide you access to resources!”



SERVICE IDEAS

Developing ideas for RDI services for ecological innovation in manufacturing SMEs

EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND
Interreg Baltic Sea Region
ECOLABNET

USER-CENTERED IDEA GENERATION

Service ideas were generated through analytical and creative process.

1. User personas of manufacturing SMEs were used as a starting point.
2. Messages and support activities were ideated for different user personas of SMEs
3. Potential RDI services and collaboration activities were included in the descriptions.
4. Service categories were identified from the service descriptions.
5. Main user groups were included in the service ideas based on their needs.

IDEA GENERATION FOR USER PERSONAS

Developing service solutions for different user groups

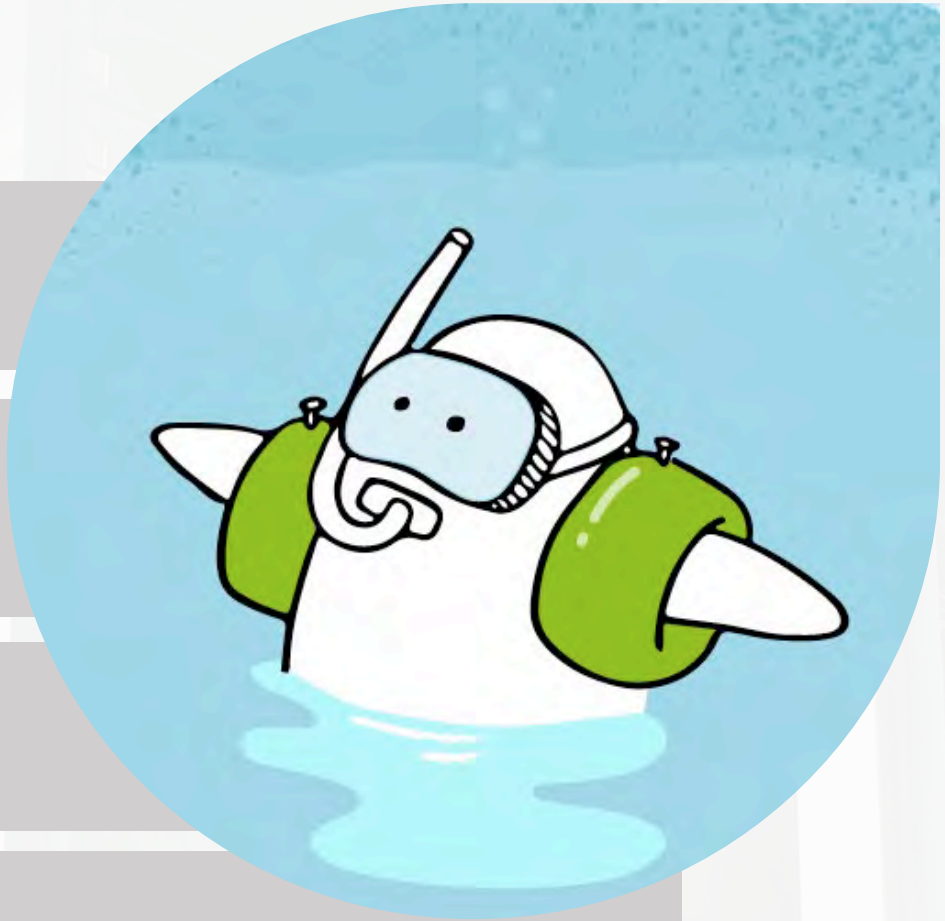
SERVICE IDEAS FOR ECO-DEVELOPER

Communication aims at starting collaboration
Collaborate with the best in eco-innovation!
Funding and expertise are available.

RDI services
Funding, development program/project, expert/ lab services related to other alternative materials and branding

Development project
High tech solution in collaboration with special researchers, proven evidence of results

Collaboration activities
Prioritizing the development activities in order to minimize risks, find expertise for development and open information for learning more



SERVICE IDEAS FOR ECO-OPTIMIZER

Communication aims at assuring the investments
Eco-innovation is feasible business, verified!
Funding and expertise is available.

RDI services
Resource efficiency & alternative materials & customer needs, branding

Development project
Legal issues drives eco-innovation, focus in resource efficiency, reliable calculations and estimations

Collaboration activities
Presenting real life cases with calculations, bio-based material solutions, evaluating the impact of innovation, small development activities, coaching, events

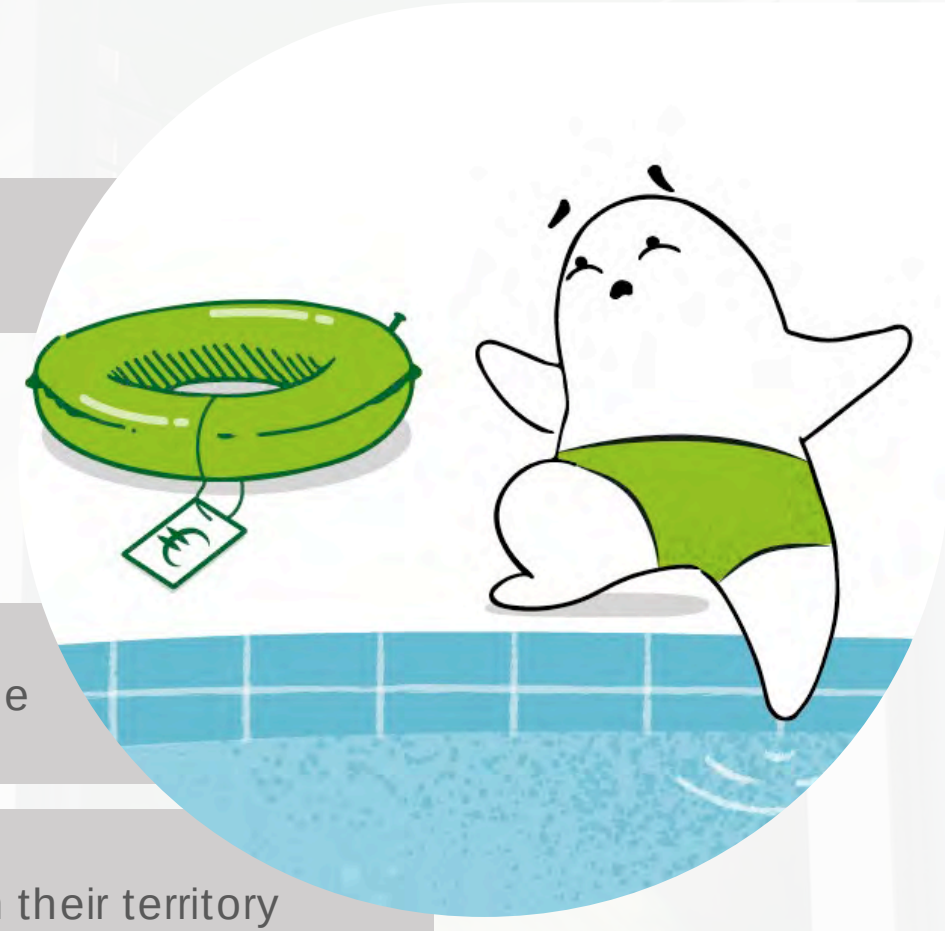
SERVICE IDEAS FOR ECO-CAUTIOUS

Communication aims at creating confidence
Find markets for eco-innovation.
Funding is available!

RDI services
Legislation, standards & ROI, demand survey & funding for certification & green branding based on true differentiation factors

Development project
Legal issues drives eco-innovation, focus in resource efficiency, market understanding, branding

Collaboration activities
Supportin small first steps, events and information in their territory



SERVICE IDEAS FOR ECO-OPPORTUNIST

Communication aims at broader collaboration
Open markets for true eco-innovations!

RDI services
Commercialization of eco-innovation

Development project
Development collaboration with other companies to gain required resources, branding, quick returns

Collaboration activities
General information about the real-life cases, events, branding projects

SERVICE IDEAS FOR ECO-BOOSTER

Communication aims at starting radical innovation
Find out what's new in eco-innovation!

RDI services
Legislation, innovation, branding, distribution chain

Development project
Technology & business development on food industry

Collaboration activities
Finding the focus for development, managing and resourcing development activities, applying new research results, enabling new market entry, scaling up

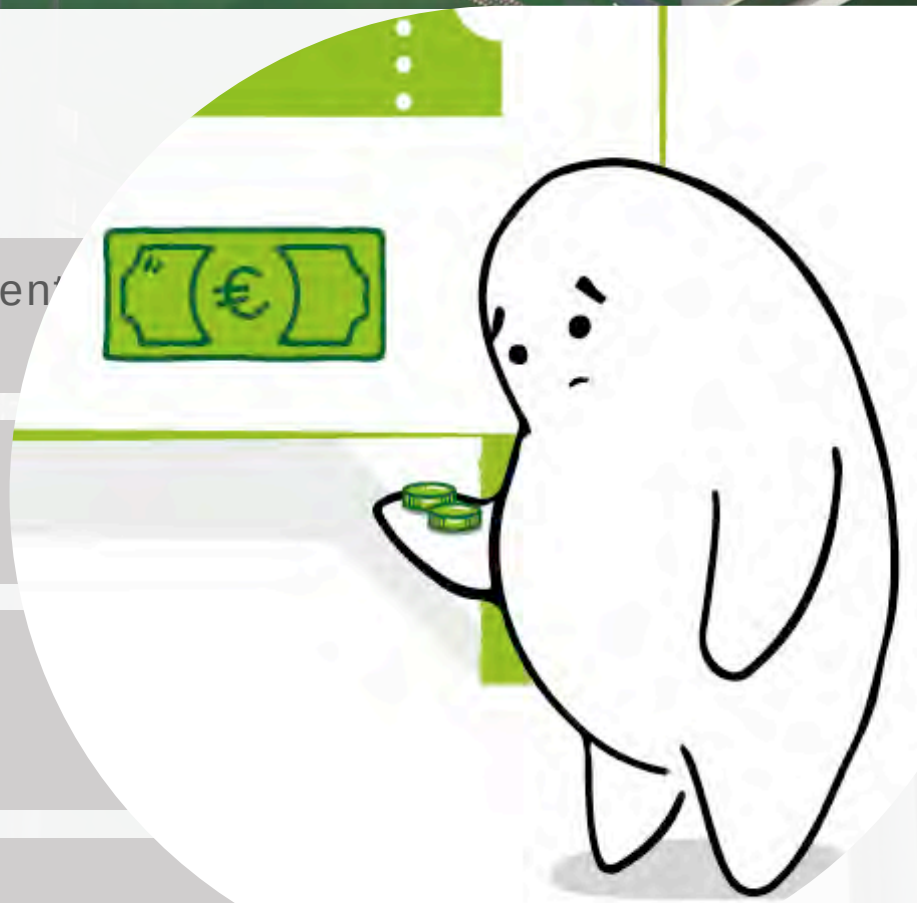
SERVICE IDEAS FOR ECO-LAGGARDS

Communication aims at encouraging the development
Eco-business is better business! See great results!

RDI services
Legislation, innovation, branding, distribution chain

Development project
Legal drivers, focus on resource efficiency, reliable estimations of benefits

Collaboration activities
Support during the first steps of eco-innovation, planning small and practical experiments



IDEAS OF RDI SERVICES

Identifying and developing service ideas

SERVICE IDEAS

INFORMATION SERVICES

Informing SMEs about eco-innovation and support activities

NETWORKING SERVICES

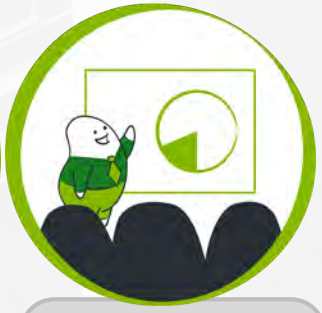
Networking with potential collaboration partners

LEGAL SERVICES

MARKETING & GRAPHIC DESIGN SERVICES

BUSINESS & STRATEGY SERVICES

PRODUCT DEVELOPMENT SERVICES



INNOVATION MANAGEMENT SERVICES

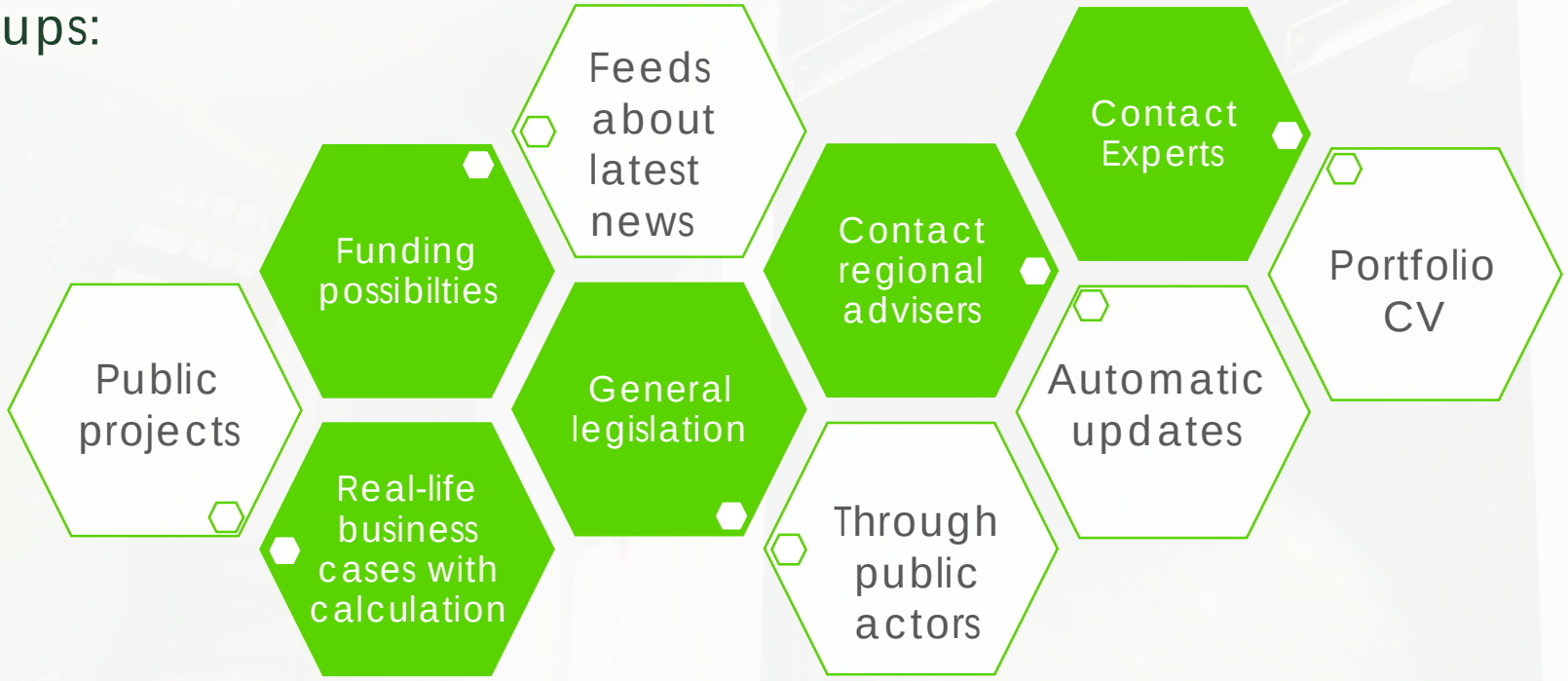
EXPERT AND LABORATORY SERVICES

Aqcuiring external expertise and facilities for eco-innovation activities

INFORMATION SERVICES

In collaboration with Networkers

Main target groups:
eco-cautious
eco-laggards



NETWORKING SERVICES

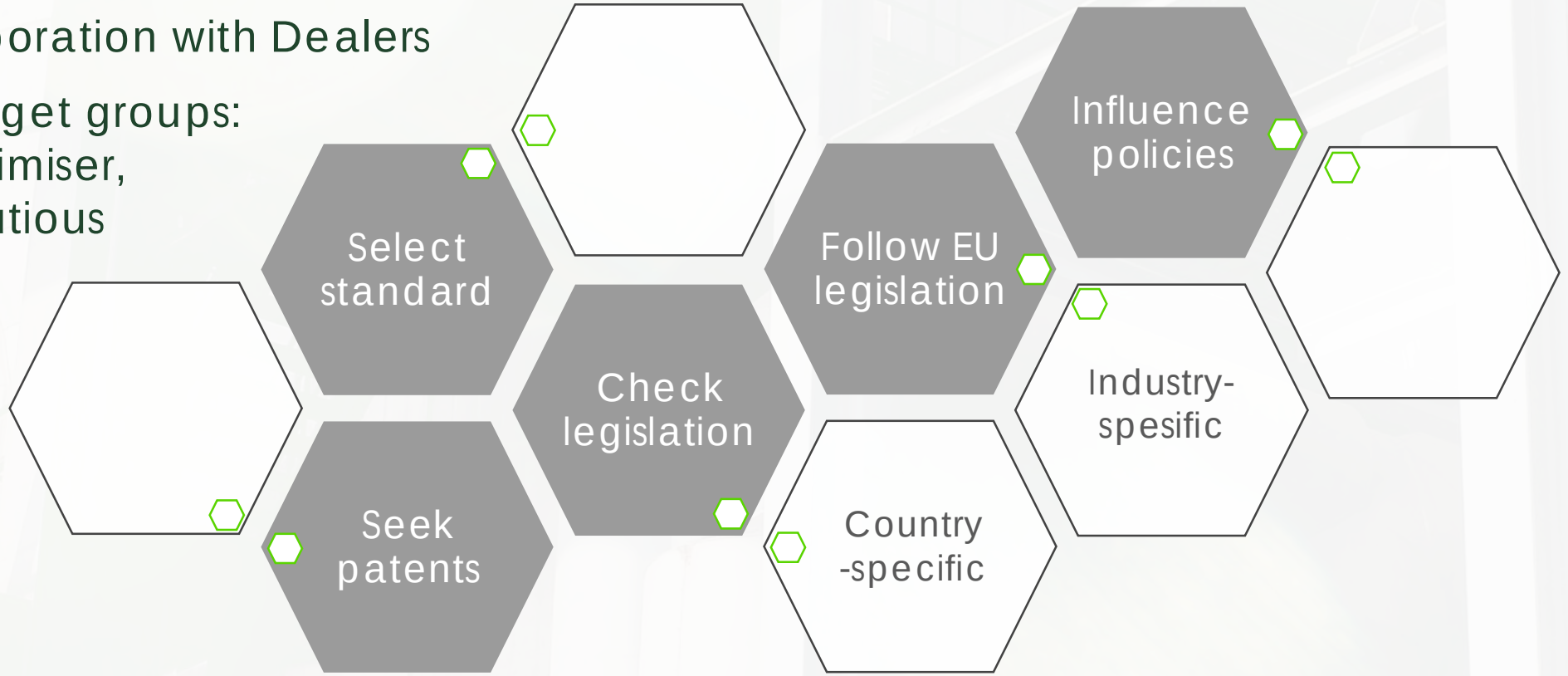
In collaboration with Networkers

Main target group:
eco-optimiser,
eco-booster

LEGAL SERVICES

In collaboration with Dealers

Main target groups:
eco-optimiser,
eco-cautious



MARKETING & GRAPHIC SERVICES

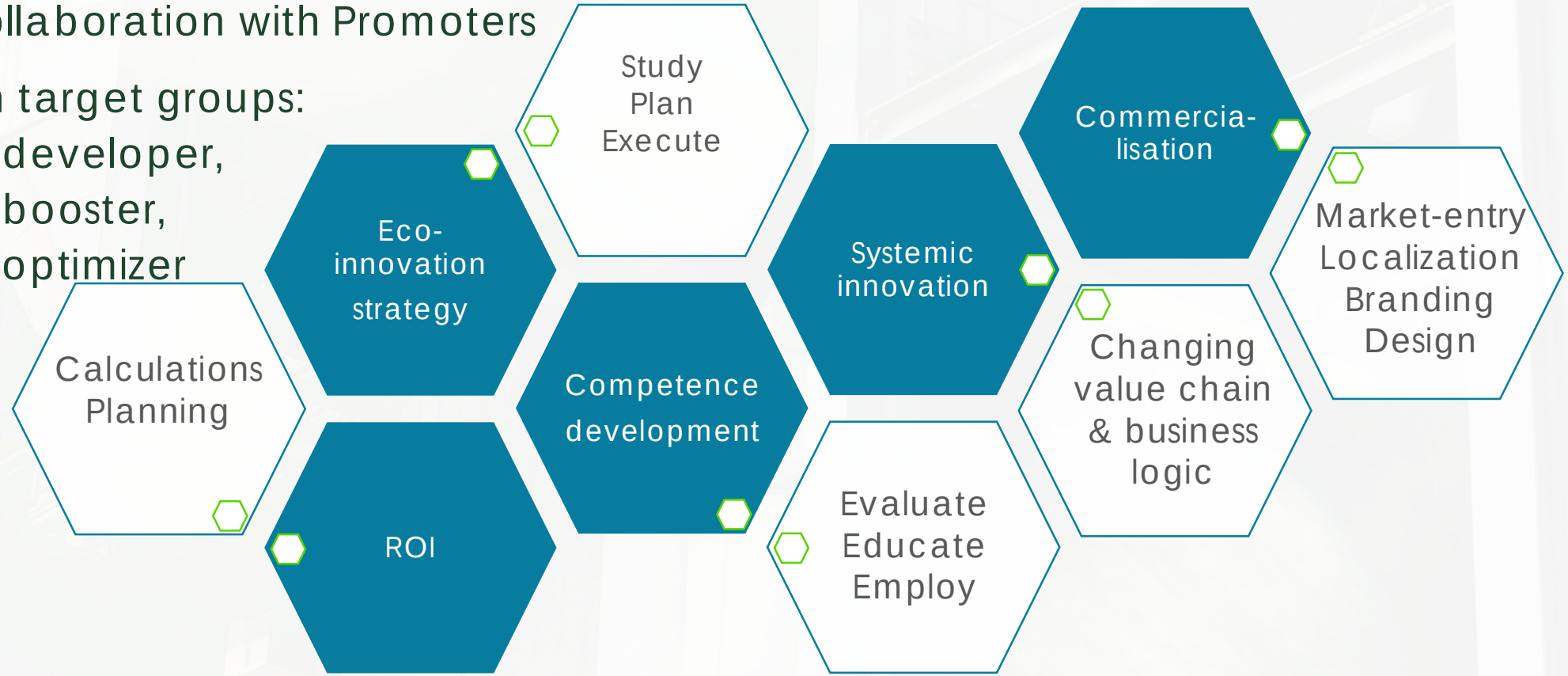
In collaboration with Promoters

Main target groups:
eco-cautious,
eco-opportunist

BUSINESS & STRATEGY SERVICES

In collaboration with Promoters

Main target groups:
eco-developer,
eco-booster,
eco-optimizer



PRODUCT DEVELOPMENT SERVICES

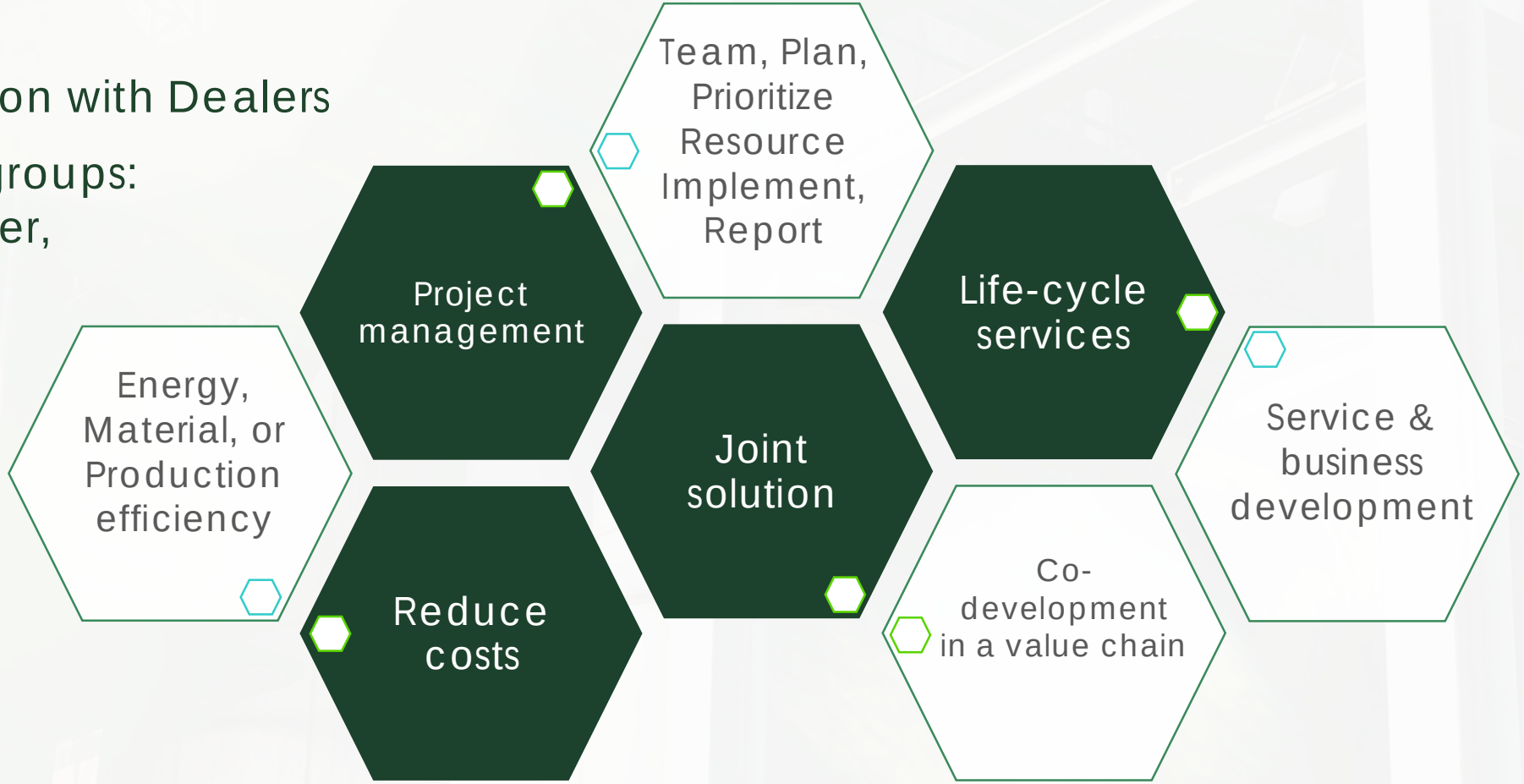
In collaboration with Dealers

Main target group is eco-developer

INNOVATION MANAGEMENT SERVICES

In collaboration with Dealers

Main target groups:
eco-developer,
eco-booster



CREATING SERVICE JOURNEYS

Online workshop
for developing use processes of RDI services

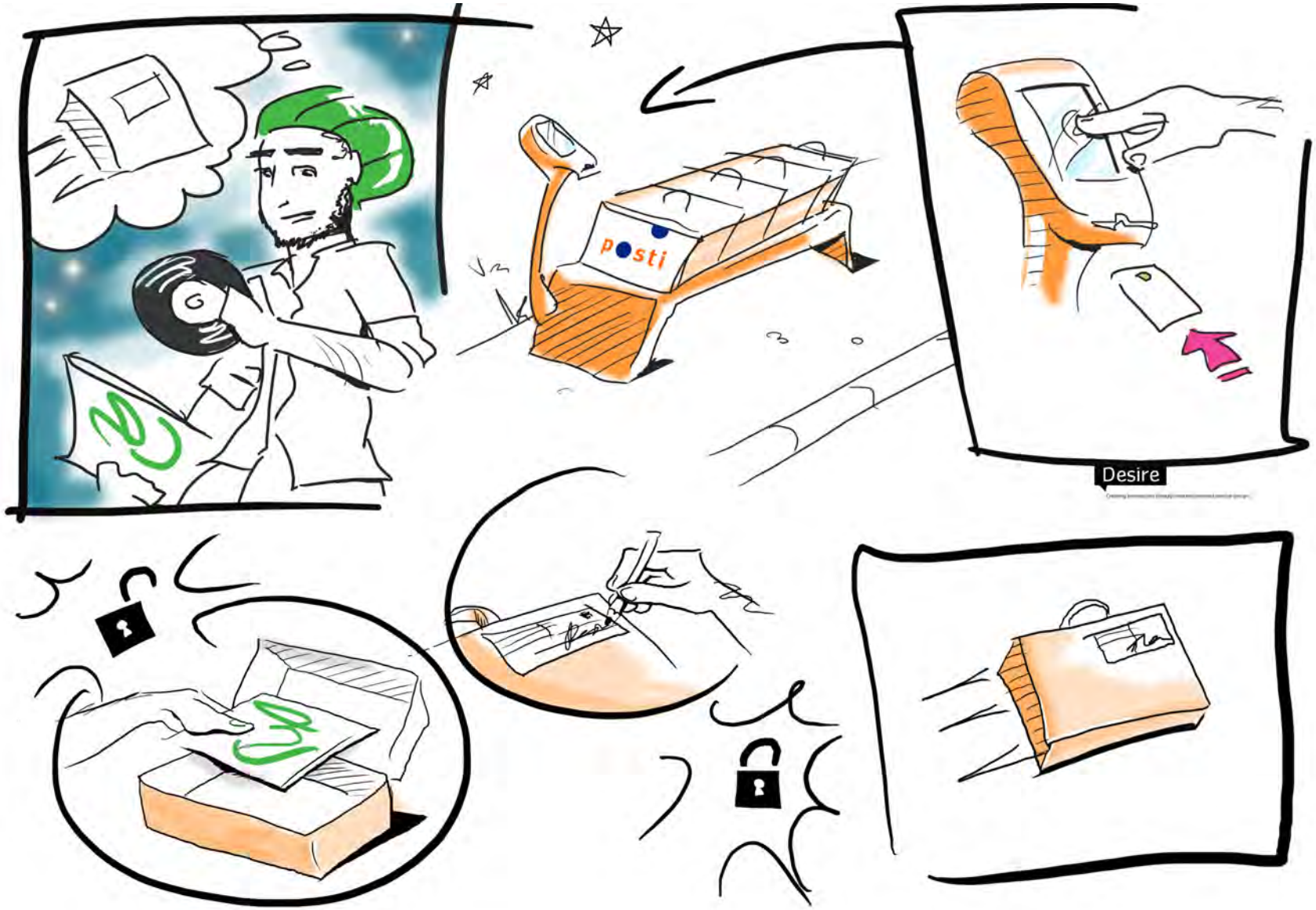
EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND
Interreg Baltic Sea Region
ECOLABNET

SERVICE JOURNEY

A service process describing service moments from users point of view (service provider / customer)

Stefan Moritz 2005

Method
STORYBOARD
communicates a story through chronological images about main events



© MUOVA 2009 User scenarios of a service journey for Itella | Desire project funded by Tekes

SMALL GROUP WORK

An online workshop was organised due to Corona pandemic. The project team worked in small groups and generated the use processes for each service type.

Information services >
Find funding & experts
Target group eco-laggard
Collaboration with Networkers

Marketing & graphic services >
Branding
Target group eco-causious
Collaboration with Promoters

Product development services >
Biobased & 3D printing
Target group eco-developer
Collaboration with Dealers

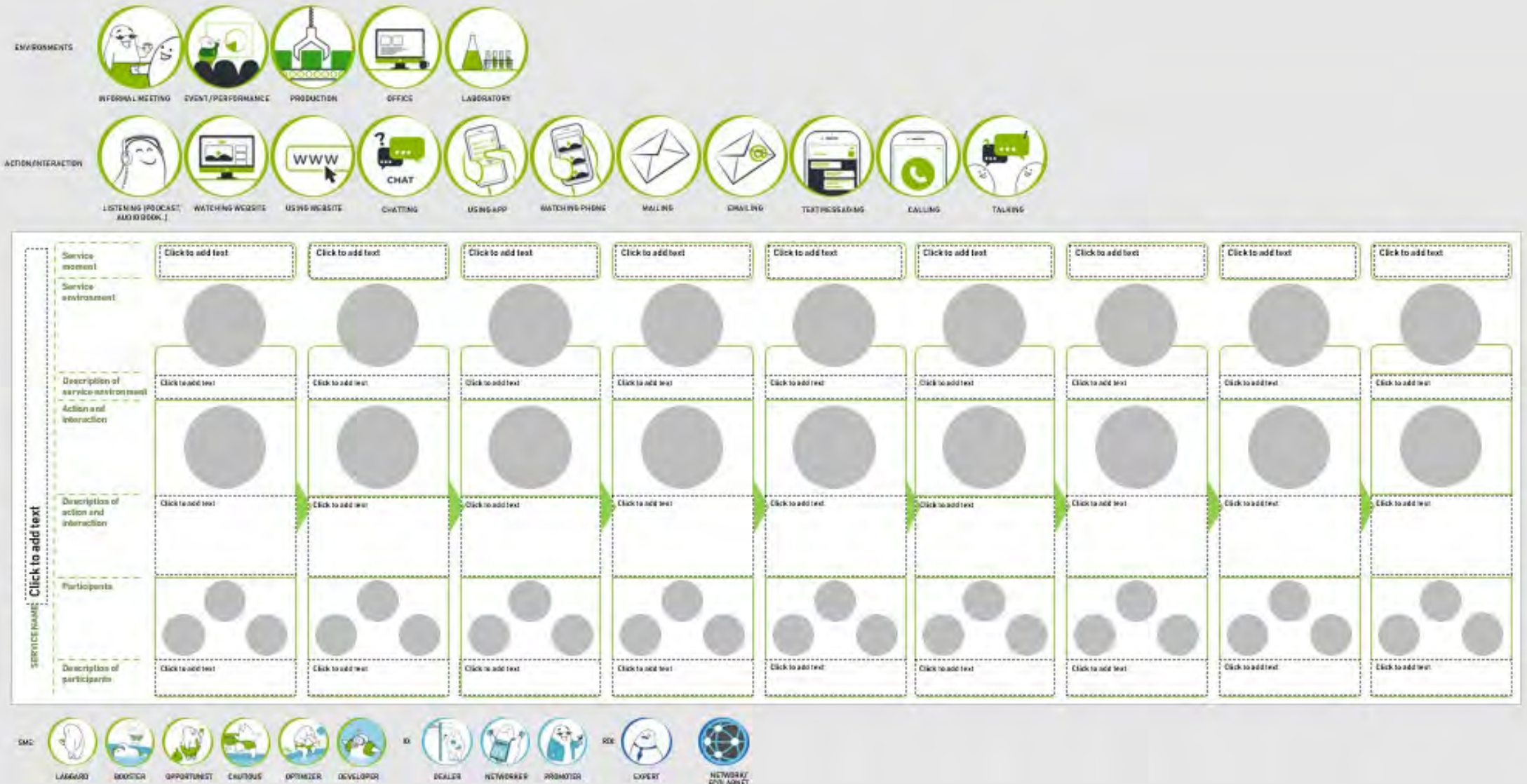
Networking services >
Finding partners for project
Target group eco-developer
Collaboration with Networkers

Business & Strategy services >
Commercialisation
Target group eco-booster
Collaboration with Promoters

Innovation management services >
Joint solution
Target group eco-opportunist
Collaboration with Promoters

Legal services
Target group eco-optimizer | In collaboration with Dealers

TEMPLATE FOR CREATING SERVICE JOURNEYS

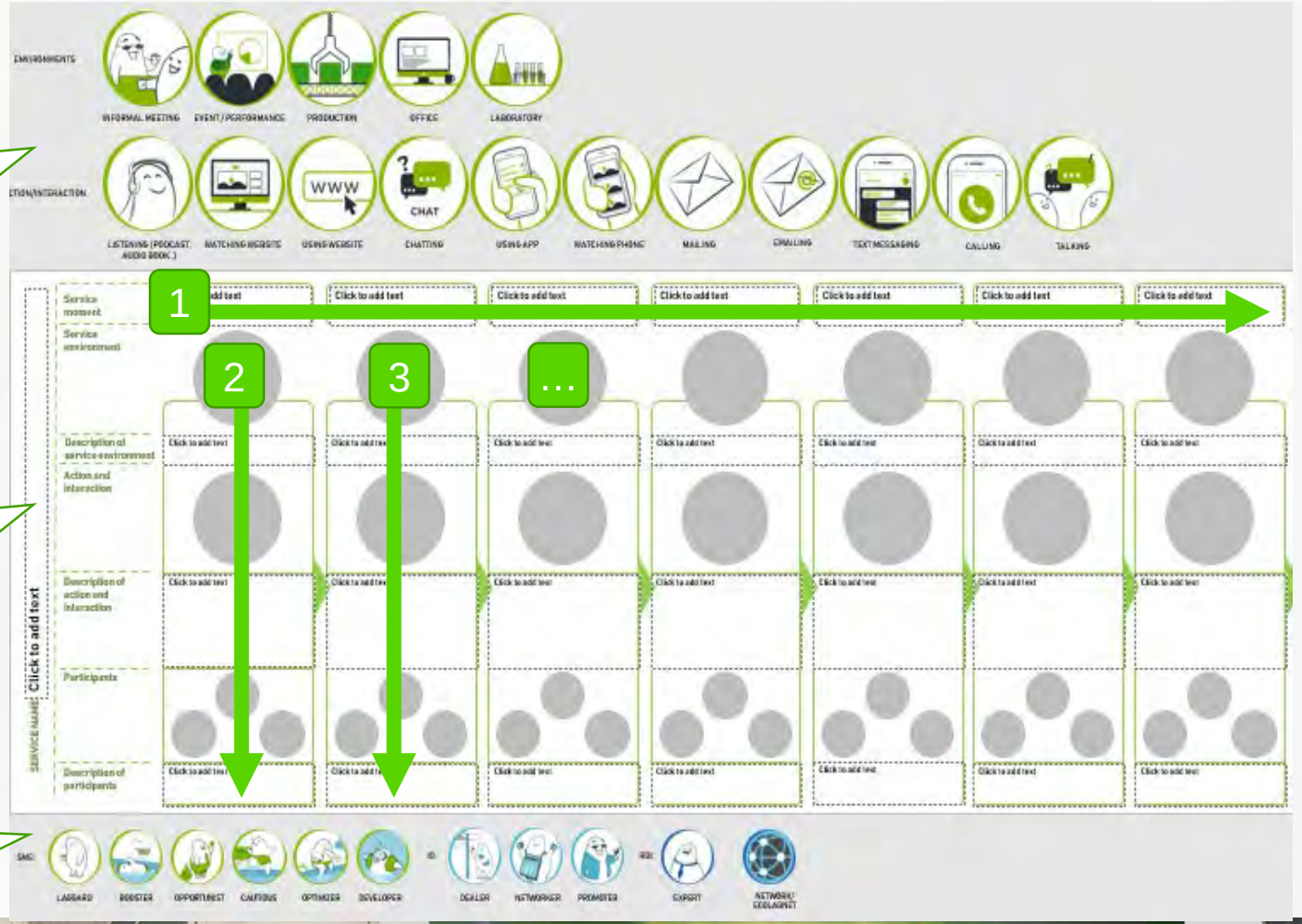


INSTRUCTIONS FOR USING TEMPLATE

Environment & action/interaction stikers: Copy a sticker

Build service journey. Paste stickers & write down explanations.

Persona stikers: Copy needed stikers



INSTRUCTIONS ABOUT SERVICE JOURNEY TASK

Aim was to learn about service journey method and create first use processes.

One team focuses on one user group (user persona) using one service.

1. **Service moment: What are the main phases of the service?**
   - Describe how service flows on a general level. Start the process from upper left corner and use the amount of service moments you need for describing your service.
   - Add slides if you need to describe a longer process.
   - Describe the process starting from identification of the need. Then describe the first contact with the service, which can be information or one form of service. Then describe the necessary moments for service use.
   - The moments can change when you describe the activities more in detail. You can add, change or remove a service moment during the workshop.

INSTRUCTIONS ABOUT SERVICE JOURNEY TASK

2. **Service environment: Where does this service moment occur?**
   - Define the environment to each service moment.
   - Copy one service environment ”sticker” from the area above the slide. If you don’t find suitable sticker, choose an empty one.
   - Describe service environment in detail on the text box (description of service environment) if necessary.
3. **Action and interaction: What is the main form of interaction in this service moment?**
   - Define the form of interaction and activity by copying information “sticker” and place it on the circle.
   - Describe the content of communication or the activity in detail in the text box below (description of action and interaction).

INSTRUCTIONS ABOUT SERVICE JOURNEY TASK

4. **Participants: Who do participate in this service moment?**
   - Define the form the participation to each service moments.
   - Copy ”persona stickers” to service moment and describe the participants in more detail in the text box if necessary.
   - Does ECOLABNET have some role in the service moment?

5 minutes before the time ends: saving & key findings

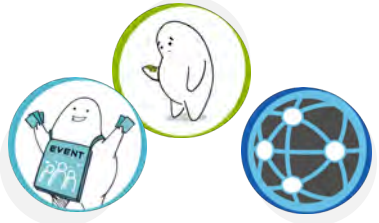
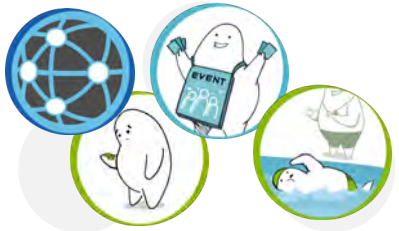
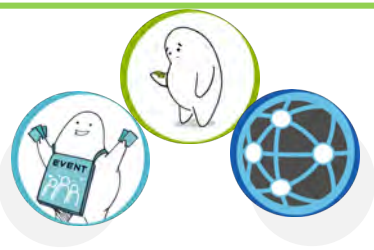
Save the service journey.

Discuss about the role of ECOLABNET in this service.

EXAMPLE OF FILLING IN A TEMPLATE

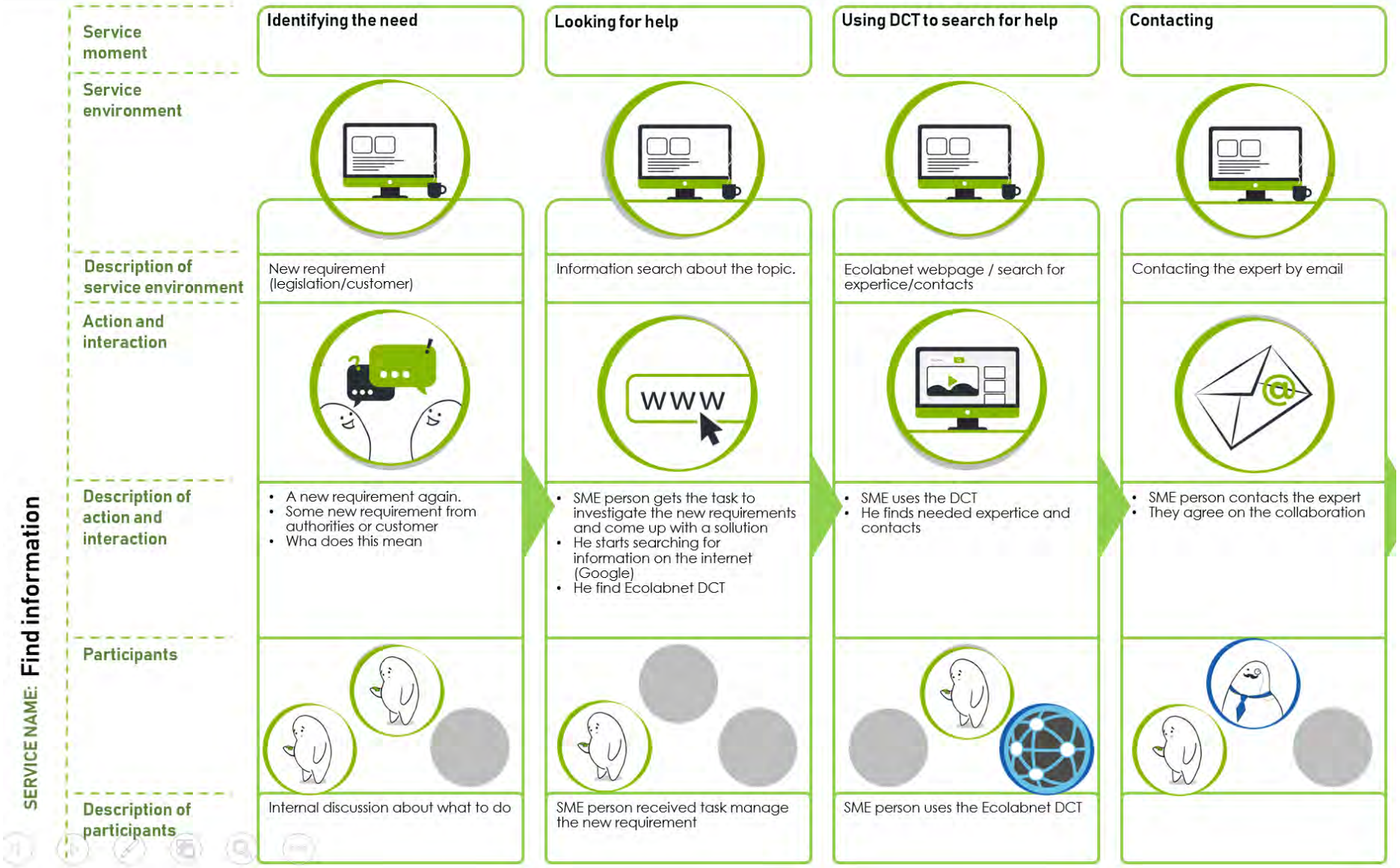
Use processes of ecolabnet services

SERVICE NAME: Planning an eco-innovation project

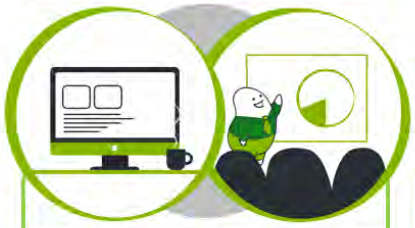
	Identifying the need	Introducing service for building eco- innovation projects	Participating in a speed dating event	Meeting for project planning	Choosing suitable expert
Service moment					
Service environment	Everyday work in the factory	Office in the company	Informal conference room (organiser IO)	Office in the company	Company meeting room
Action and interaction					
Description of action and interaction	• The pressure for making changes in production towards ecological impacts • Insight: ecological action can be economical • Activate in searching information	• Ecolabnet offers information about a service for building eco-innovation projects • Dealer shares the information trough their newsletters: The starting point is to find right partners to plan eco-innovation project properly	• Participate in a speed dating event for finding partners for eco-innovation. • Discussions with experienced companies more experienced in eco-innovation > confidence on the eco-project is stronger. • He decides to work with local IO to plan such project.	• IO and company meets and starts to plan the project. • They follow the ECOLABNET's project planning structure. • They discuss about the needs for special expertise and labs in the project.	• Look for suitable experts to the innovation project • request for meeting with the expert • Fill in the form for describing their project idea.
Participants					
Description	Textile company	Textile company and local business adviser	Textile company, food company, local business adviser	Textile company and local business adviser	Textile company, local business adviser and ECOLABNET experts in energy and production

SERVICE JOURNEYS FOR ECOLABNET

Results of transnational workshop 28.4.2020


SERVICE NAME: Find information
Service moment
Service environment
Description of service environment
Action and interaction
Description of action and interaction
Participants
Description of participants
Identifying the need
Looking for help
Using DCT to search for help
Contacting
New requirement (legislation/customer)
Information search about the topic.
Ecolabnet webpage / search for expertice/contacts
Contacting the expert by email
WWW
• A new requirement again.
• Some new requirement from authorities or customer
• Wha does this mean
• SME person gets the task to investigate the new requirements and come up with a sollution
• He starts searching for information on the internet (Google)
• He find Ecolabnet DCT
• SME uses the DCT
• He finds needed expertice and contacts
• SME person contacts the expert
• They agree on the collaboration
Internal discussion about what to do
SME person received task manage the new requirement
SME person uses the Ecolabnet DCT

SERVICE NAME: **Networking services**

	Insight about beeing more cost-effective through eco-innovation	Opportunities available!	Forum of interaction - Ecolabnet	Clarify development steps with support organisations/experts
Service moment				
Service environment				
Description of service environment	Events for companies, web articles about eco-innovation strategies	Ecolabnet website & discussion with intermediary organisation	Event targeted at companies: eco-innoinnoavtion as subtopic	Meeting
Action and interaction				
Description of action and interaction	• Participating in events and reading about eco-innovation strategies • **Eco-innovation could mean less expensive** production > It is sustainable business, which adds to the bottom line! • Eco-Production & eco-materials	• Information about sustainable business: ecological production and materials • Need more time for reflecting • Doing research • Discussions with intermediary organisation for considerations > insights of opportunities • Demonstrators to be explored	• A presentation of the network • With demonstrations • And with experiences of the company • Simple consultation after the presentation • A couple of slides of ECOLABNET • Desribe a journey of an experience (video)	• Ecolabnet's digital collaboration tool • Calculating and comparing different options • Ideas need to be protected • Customised calculation tool for evaluating solutions (not open access)
Participants				
Description of participants			Techinal experts & marketing / management experts for financial issues	

SERVICE NAME: Marketing services

Service moment	Identifying the need	First contact with the service	Looking for the partner	Meeting with the partner	Working together with partner/partners	Feedback
Service environment						
Description of service environment	-Participation for a fair/event organized by Ecolabnet	-Place, where it's easy to find information	-Place, where it's easy to find information	Place, somewhere where they like and where is easy to talk	In own offices later on	In own offices later on
Action and interaction						
Description of action and interaction	• Introduction of a competitor company • They see some good practices they could use as well	• Finding information about branding • Looking for partners to work with • Finding infromation about good practices (e.g. Social media of an competitor) • Learning about different areas	• Contacting the memebers of Ecolabnet • Pointing out the partner (promoter)	• Chatting with the new partner somewhere private • Learning from others, solving branding issues and finding more partners • Ecolabnet can have some kind of platform to make it easier to start a conversation and how tocontinue it later on	• Emailin, texting and talking with the branding partner about how they are doing and how the project will proceed	• Ecolabnet requests feedback on the service by e-mail and is used to develop the service
Participants						
Description of participants	Different groups, competitors etc. Cautious: retailing	Retailing company Ecolabnet	Retailing company , Ecolabnet, Promoter, Experts	Retailing company, Ecolabnet, Promoter > suggests a good partner to take the project forward	Laggard with some branding company that promoter did ssuggested. Keeping promoter up to date.	

SERVICE NAME: Commercialization

Service moment	Looking for right expert to conduct a market research for eco-innovation	Conducting market research	An internal situation analysis	Tarket market identification and selection	Adapting the offering for markets	Entry in market strategy/marketing strategy	A marketing plan
Service environment							
Description of service environment	Several alternatives. Office, organized events	Eco-developer is participating in market research activities in collaboration with external expert > meetings at the office, customer visits?	Company office	Company office	Company office and production?	office	office
Action and interaction							
Description of action and interaction	• Checking the experts competence areas from web pages • Sending e-mails • Discussing with experts face-to-face	• Is there market? How to reach the market? **Understanding the customer for the eco-product analysis of the external environment** • Existing customers, New customer? • What is the potential for this invension? • competition, market trends etc	• **Analysing current parameter mix, resources, competences, financial situation etc.**	• Analysing collected data • Discussing with expert		• Incluing positioning	• Branding & marketing • Implementation plan (specific: whom should do what when
Participants							
Description of participants	Eco-booster is the driver > they have need and they have to find right support for their need					Ecolabnet > sample templates, examples?	Ecolabnet > sample templates, examples?

SERVICE NAME: 3D printing using biobased materials

	Meeting with dealer	Ecolabnet internal meetings	Identification of scope of the work	Service offer preparation	Choosing the right partner/offer	Performing the tasks	Delivering results
Service moment							
Service environment			Formal meeting		Internal meeting		
Description of service environment	Office	Office	Office	Office	Office	Laboratory for test /Assistance in production set-up	Office
Action and interaction		CHAT					
Description of action and interaction	Dealer discuss what are the needs and links according to the Ecolabnet Dealer send e-mail to Ecolabnet contact person in the country he is situated and explains the need (probably some sheet to fill or internet platform he is sending the request?)	Ecolabnet contact calls the meeting with suitable partners in the network and decides on the one to take contact to the SME Inform dealer about undertaking/rejecting the task	Ecolabnet takes contact to SME Discusses possibilities and defines the goals for the development Additionally to technical needs identifies also other needs to support the project of customer Contact to additional support service providers if needed Agrees with SME how is to be proceeded	Ecolabnet discusses what specifically is to be offered for the need Offer is send to SME Contact to subcontractor if needed	SME internally chooses the suitable offer and also elements from offer to implement	Service provi[illegible]ders make the agreed work and delivers report Communication to the SMEs during process	Service provider delivers results Contacts the customer to get feedback or discuss further needs Delivers SME's feedback to Dealer
Participants							
Description of participants	SMEs , Intermediate organisation, Ecolabnet contact	Ecolabnet partners	SME, Ecolabnet chosen partner/partners	Ecolabnet partner + expert	SME developer, manager, CEO, etc.	Ecolabnet partners, laboratory staff, SME, expert	Ecolabnet responsible partner, SME developer and manager

SERVICE NAME: Innovation management

Service moment	Identifying the need	Introducing the service	Collaboraton ativities	Meeting other companies or partners	Development of the project	Telling about results	Background for next project
Service environment							
Description of service environment	In the company, factory, work enviroment etc...	Office or any networking / communication enviroment	Some organized meeting with partners face 2 face	Organized meeting online or face 2 face.	Discussing about project results and development with partners	Event online or chosen place	Recommendation for attenders for continuing the project / service
Action and interaction							
Description of action and interaction	• Conversations with partners or workers • Searching, updating or acuiring infromation	• Discussing the ideas • Showing different aspects • Benefits and opportunities	• Looking for Possible collaborations • Introducing projects • Introducing services	• Design process protocol • Looking for ways to collaborate in certain projects or tasks	• Developing project management, services and other tools	• Presenting results • Online chat • Videos • Website • Organized event	• Emailing, in meetings, happening, calling, workshop
Participants							
Description of participants	Can be partners (any) or from other organizations or networks.	Partners (any), other organizations, promoter connecting partners, networkers	Chosen partner SMEs, networkers	Chosen partner SME (developer), promotoer or outside expert.	Chosen partner SME (developer), dealer or outside expert.	Any SME group, networkers, promoters	Contact persons who could be interested developing ideas / services

NEXT STEPS

Create service packages for user groups

- Easy to get access, understand, buy, and utilize expertise and labs
- Organise service resources efficiently to produce the service

Do experiments and prototypes

- Facilitate the strategic experiments: set goals and follow results
- Test & Learn – Create an iterative service development cycle

Establish the development program

- Involve people inside organisation for creating commitment and learning
- Foster service mindset: leadership and customer-centric approach
- Plan, develop and implement the internal service system for the production of the services
- Develop partnerships throughout the value chain: research, development and innovation actors, intermediary organisations and manufacturing companies

SERVICE PACKAGE

A bundle of services, which creates value for customers

Value is supported by material and immaterial ways

© MUOVA 2014 User- and future-oriented service design for experiential voyage | Sub-project of Midway Alignment of the Bothnian Corridor, Vasek

THANK YOU!

More information about service design

www.muova.fi

More information about ECOLABNET

www.ecolabnet.org

Project manager

Anders Mattsson

Anders.mattsson@muova.fi

+358 40 141 7896

Design Centre Muova

VAMK Ltd. University of Applied Sciences